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January 26 1989
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Austria	100.00	100.00	100.00
Belgium	100.00	100.00	100.00
Canada	100.00	100.00	100.00
France	100.00	100.00	100.00
Germany	100.00	100.00	100.00
Italy	100.00	100.00	100.00
Japan	100.00	100.00	100.00
UK	100.00	100.00	100.00
USA	100.00	100.00	100.00

EUROPE'S BUSINESS NEWSPAPER

FINANCIAL TIMES

INDIA
Greasing the palms of bureaucracy
Page 18

No.30,754

Friday January 27 1989

D 8523A

World News

Moscow announces Chernobyl clean-up

Soviet Politburo announced a new campaign to cope with the consequences of the Chernobyl nuclear disaster, nearly three years after the event, suggesting that evidence of radiation may have been found. Page 18

New Soviet tremor

A new tremor struck the Central Asian republic Tadzhikistan near villages left as common graves for hundreds of people killed by a quake and mudslide. No loss of life was reported.

Arafat in Madrid

Palestine Liberation Organisation Chairman Yasser Arafat arrived in Madrid to meet the foreign ministers of Spain, France and Greece. The EC hopes to send a signal to the US and Israel on the urgent need for a Middle East peace conference. Page 2

Israeli raids

Israeli troops killed one Palestinian and critically wounded another as Arab residents fled raids on West Bank villages. Troops also bulldozed four houses and blew up another in the occupied territories.

Hostage reports

Diplomatic moves by the Irish and Iranian Governments were underway yesterday, as hopes rose for the release of two more hostages held in Lebanon. Page 4

Afghan attacks

Muslim rebels said they were stepping up attacks on Afghanistan's second city Kandahar, because Soviets were stripping arms and ammunition to help sagging government forces. Mine clearing. Page 4

Chun refuses writ

Former South Korean President Chun Doo-hwan refused to accept a writ to testify before a committee on the suppression of a 1980 uprising that left over 200 people dead.

Malaysia detentions

Malaysian authorities released two leading opposition lawmakers and three other politicians it had held without trial for 15 months. Page 4

Peru rescue effort

Fire and poisonous fumes in a collapsed Peruvian gold mine slowed efforts by rescuers to find amateur miners trapped for more than five days.

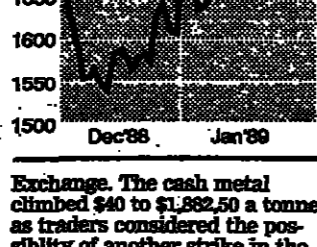
Business Summary

BP takes an option to buy stake in Petromed

BRITISH Petroleum has taken an option to acquire between 8 and 15 per cent of Spanish petroleum refiner (Petróleo del Mediterraneo SA), the two companies said.

PIERRE BEREGOVY, French Finance Minister, ordered the stock exchange regulatory to investigate possible insider trading in the shares of Societe Generale, the privatised bank. Page 2

ZINC



Exchange. The cash metal climbed \$40 to \$1,882.50 a tonne as traders considered the possibility of another strike in the Peruvian mining industry. Commodities, Page 30

CROSS-CHANNEL ferry services run by Sealink, British carrier, and two Dutch and French carriers are being examined under EC rules against anti-competitive agreements, the European Commission said. Page 2

PHILIPS DODGE, biggest US copper producer, increased its underlying net profits by 62 per cent in the fourth quarter and more than doubled profits in 1988 due in part to higher copper prices. Page 20, Commodities, Page 30

GENENTECH, world's leading specialised biotechnology company, recorded a loss of \$15.4m in the December quarter because of disappointing sales of Activase, the new heart drug. Page 20

VOLKSWAGEN, West German motor group, has appointed Mr William Young as head of its US operation. Volkswagen of America. Page 22

LONDON Stock Exchange and accountancy profession sent out conflicting messages on accounting for intangible assets. Page 7

FALCONBRIDGE, Toronto metals group, and Cominco, Vancouver resources concern, have reported record fourth-quarter profits spurred by higher metal prices and buoyant markets. Page 22

COFENHAGEN's bond and futures and options markets will be brought together on a single screen today, as Denmark takes another step towards a full electronic market. Page 24, Stock Markets, Page 42

KOOR INDUSTRIES, Middle East's largest industrial group, had its immediate financial worries alleviated by an Israeli court's approval of the sale of its 24.5 per cent holding in Tova, a large pharmaceuticals company. Page 2

CHICAGO Mercantile Exchange set up a panel to look into trading rules in the wake of FBI investigations into fraud at Chicago's futures exchanges. Page 3

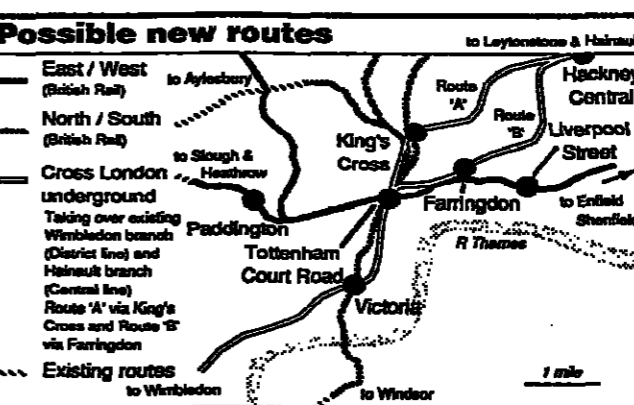
INTERNATIONAL BUSINESS Communications (Holdings) reached a settlement on "strictly confidential terms" with one institutional shareholder in Barham Group who had challenged IBC's refusal to reopen the cash terms of its successful takeover of Barham in 1987. Page 29

Rail tunnels planned to ease London traffic

By Kevin Brown, Transport Correspondent, in London

A \$3.5bn (£2.95bn) package to ease congestion in London by building two new underground railways has been proposed by a Government study of the capital's transport problems. The plan calls for new east-west and north-south links, costing around \$2bn, and a \$1.5bn improvement programme for existing lines. The study was ordered by Mr Paul Channon, the Transport Secretary, last summer. The proposals are intended to relieve severe overcrowding and delays caused by a 23 per cent increase in passenger demand on London's Under-

ground and British Rail services since 1980. There have been growing concerns over safety in the London transport system following the recent death of 31 in a fire at Kings Cross underground station and 34 in a British Rail collision at Clapham Junction during the morning rush hour. However, the Government is not committed to proceeding with the proposals and no decisions have yet been made on how it would be financed should it proceed. The report recommends two alternative packages to increase capacity, each involving the construction of two new lines. The report says further detailed work on the physical specifications for the lines is needed before a decision on a preferred option can be made. However, the Transport Department said there were no insuperable technical problems. Mr Channon said he hoped British Rail or London Underground would table a private



Closing of an era on Wall Street

By James Buchan in New York

THIS week ends an era in US corporate finance. Two events mark its passing. First, Drexel Burnham Lambert, the Wall Street investment firm, lined up potential investors for its key portion of the \$25bn leveraged buy-out of RJR Nabisco. The firm said yesterday it would soon price the \$3bn in the high-risk, high-yield "junk" bonds that must be placed with investors if commercial banks are to back the ambitious deal. Second, Drexel Burnham sacked Mr Michael Milken, the man who taught the firm how to sell junk bonds.

The sacking of Mr Milken, the most influential and controversial US financier in recent history, was forced on a reluctant Drexel Burnham by US Government prosecutors. It is part of a package of conditions, including \$650m in penalties and a string of guilty pleas, that Drexel Burnham accepted on Tuesday to escape prosecution for its junk bond business. But the RJR Nabisco deal also shows that Drexel Burnham probably no longer needs Mr Milken. Wall Street says that the firm, a Wall Street also-ran until it was transformed by Mr Milken's magic in the early 1980s, now has the breadth and the capital to do without him.

In the past two years, Mr Milken has been under intense investigation and much less involved in deals. But Drexel Burnham has retained its prominent position in the \$170bn junk bond market. Prosecutors say they will indict Mr Milken soon. In the charges against Drexel Burnham filed this week, Mr Milken - called John Doe for technical reasons - is accused of conspiring with Ivan Boesky, the imprisoned arbitrageur who turned state's evidence in 1985, in a range of securities violations from concealing stock ownership to insider trading and defrauding clients. A broadly similar set of civil charges was filed by the Securities and Exchange Commission last September.

Mr Milken, who has denied all wrongdoing, remains an enigmatic figure even after years of investigation. He is 42, the son of a California accountant, wears a toupee, lives quietly with his family and is probably worth \$1bn. People who know him say he has an unparalleled capacity for hard work and an

Bush will visit China to 'reaffirm relations'

By Lionel Barber in Washington

PRESIDENT George Bush will meet Chinese leaders next month during a two-day trip to Peking after attending the funeral of Emperor Hirohito in Japan, the White House said yesterday. Mr Bush's visit to Peking on February 25 and February 26 was designed to "reaffirm relations between the United States and China," said Mr Martin Fitzwater, the White House spokesman.

Shevardnadze may meet Deng

Soviet Foreign Minister Eduard Shevardnadze is expected to meet Deng Xiaoping, the Chinese leader, when he visits China early next month, according to Soviet representatives in Peking. The meeting would be a key encounter between the two Communist nations, and, as it would precede US President George Bush's planned visit to Moscow, may now feel under pressure to woo Peking still more eagerly. Page 4

time is right," Mr Fitzwater explained. He added that he did not know if Moscow had been alerted.

There was speculation in Washington yesterday that Mr Bush may have decided to pre-empt Mr Gorbachev's efforts to improve relations with the Chinese Communist leadership after 30 years of hostility. Among the likely issues on the agenda in the two days of talks are China's role in promoting a regional peace settlement in Kampuchea, trade relations including US curbs on high-technology exports, Taiwan, and the need to curb the proliferation of intermediate-range missiles in the Persian Gulf. China last year sold such missiles to Saudi Arabia, triggering US protests.

Mr Fitzwater suggested more stops could follow the two days in Peking: "It's clearly in an expanding mode... this is not the final parameters of the trip." Mr Bush spoke with Mr Gorbachev by telephone on his second day in office after the Soviet leader congratulated him on his formal inauguration to the presidency.

Toyota favours UK site for European car plant

By Kevin Done, Motor Industry Correspondent, in London

TOYOTA, Japan's leading car maker, favours the UK as the location for its first West European car assembly plant. The project will be one of the biggest Japanese inward investments in West Europe and signals the start of the next wave of the Japanese attack on the European car market in the 1990s.

Toyota's plans were based on a plant producing up to 200,000 cars a year. The cars would have a local (European Community) content level which would eventually rise to 80 per cent after a transitional period.

Lord Young, the UK Secretary of State for Trade and Industry, said in a written parliamentary answer that the UK was "the lead candidate for the project." It is understood that the statement had been agreed in advance with the company. Lord Young said he had told Toyota that the company would receive a "warm welcome from the Government" if it decided to build a plant in the UK. Toyota had been invited to "work closely" with the Department of Trade and Industry in pursuing its feasibility studies. He said that

the UK was "the lead candidate for the project." It is understood that the statement had been agreed in advance with the company. Lord Young said he had told Toyota that the company would receive a "warm welcome from the Government" if it decided to build a plant in the UK. Toyota had been invited to "work closely" with the Department of Trade and Industry in pursuing its feasibility studies. He said that

British Steel in Klöckner talks

By Nick Garnett in London and Haig Simonian in Frankfurt

BRITISH STEEL is one of a number of companies talking to Deutsche Bank about the possible purchase of all or part of Klöckner & Co, the big West German trading group with steel interests, which the bank rescued last year.

Other companies interested in at least part of Klöckner & Co are thought to include Fiat, the Italian vehicle and industrial group. Mr Herbert Gienow, chief executive of Klöckner-Werke, said a takeover by any competing steel producer would cause "extraordinary disruption" to the trading links between his company and the group as a whole. Lex, Page 18; Background, Page 19

MARKETS

Belgium	100.00
Brussels SE	100.00
Cash index	100.00
5800	
6000	
6200	
Oct 1988	
Jan 89	

STERLING	100.00
New York	100.00
London	100.00
DM1.7725	(1.7710)
DM3.2675	(3.2650)
FF11.125	(11.100)
FF2.7775	(2.7750)
Y227.00	(228.25)

STOCK INDICES	
New York closing	
Dow Jones Ind. Av.	2,291.07 (+25.18)
S&P Comp	291.88 (+2.74)
London	
FT-SE 100	1,958.5 (+20.8)
World	
Tokyo	143.82 (+0.1)
Nikkei Ave	15,511.1 (-55.98)
Frankfurt	
Commerzbank	1,572.8 (-15.4)
ORL	
Brent 15-day (Argus)	\$17.55 (+0.10) (Feb)
West Tex Crude	\$18.145 (-0.08) (March)

US Treasury Bills:	
3-month	8.838% (8.57)
6-month	8.838% (8.57)
1-year	8.838% (8.57)
2-year	8.838% (8.57)
3-year	8.838% (8.57)
5-year	8.838% (8.57)
10-year	8.838% (8.57)
30-year	8.838% (8.57)

Malaysia's silver lining shines through the political cloud

Malaysia, the world's largest producer of rubber, has, under Prime Minister Dr Mohamed Mahathir, bounced back from recession to outperform the world economy. Page 4

United States: End of an era in corporate finance

World trader: Thai copyright war divides Washington. Page 5

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Venezuelan U-turn on loans expected

By Stephen Fifer, Euromarkets Correspondent

VENEZUELA'S incoming administration, in a marked shift of strategy, is planning an economic programme which could obtain rapid approval from the International Monetary Fund and clear the way for loans from the Fund and the World Bank, according to international bankers.

The country's foreign bank creditors are being told that the programme will be announced by Mr Carlos Andrés Pérez shortly after his inauguration on February 2.

If announced as expected, the programme will mark an about-turn in the country's approach to international capital management. In the past, the Venezuelan Government has been implacably opposed to an IMF-sponsored package.

Mr Pérez has been viewed abroad as a populist on the debt issue. His officials have been talking with the IMF on the proposed package, but it could well be presented as a Venezuelan initiative which meets IMF approval.

Members of Venezuela's bank advisory committee were meeting yesterday in New York and were briefed on the new plan by Venezuelan officials, including Mr Edgar Leal, the new debt negotiator.

"It's a conventional, orthodox plan and they should be able to move ahead very quickly with a letter of intent from the IMF," said one senior banker in New York. An IMF programme would clear the way for a rescheduling and new funds from the commercial banks, requests for which were being strongly resisted last year.

Any programme which would obtain IMF approval could be expected to lead to reductions in the public sector deficit, changes to interest rates, a freeing of restrictions on the private sector, and tar-

Pemex may lay off 40,000 workers

By Richard Johns in Mexico City

AS MANY as 40,000 workers - or nearly 20 per cent of its labour force - may be laid off by Petroleos Mexicanos (Pemex) as a result of a restructuring programme, according to reports in Mexico City.

Pemex had no immediate comment on the report in the newspaper *El Financiero*, which said manpower cuts would save 3,000bn pesos (\$730m) in the wage bill of the corporation, which is internationally grossly overmanned, partly because of the power of the oil workers' union.

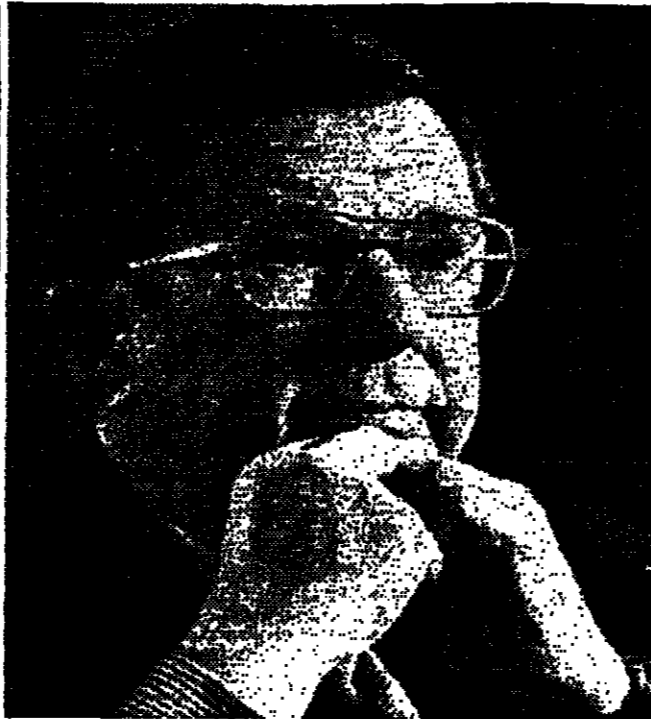
The arrest this month of Mr Joaquín Hernández Galicia, spiritual leader of the Oil Workers of the Mexican Revolution, and 48 of his top colleagues could eventually open the way for a radical re-organisation. On Wednesday, the Attorney-General said Mr Hernández, known as La Quina, had been accused of ordering the murder in 1983 of Mr Oscar Torres Pancardo, who was secretary-general of one of the union's sections.

The killing is said to have been carried out by Mr Ramon Vazquez Mata, alias El Gavilan, an associate who was arrested recently in Monterrey with five tonnes of marijuana, and by another associate.

A recent survey of 50 oil companies worldwide showed Pemex to be bottom of the league in earnings per employee at \$73,000 compared with \$187,000 for Petroleos de Venezuela, a comparable state oil corporation with a smaller output of crude oil.

According to *El Financiero*, the plan involves a reduction from 210,157 workers (including those not on the permanent establishment) to 170,157.

From 1982, the proportion of Pemex spending accounted for by wages and salaries rose from 5.7 per cent to 11.6 per cent, more than double, though the total employed increased by only a third.



MR John Tower, President George Bush's choice as Secretary of Defense, faced tough questions yesterday about the ties to US defence contractors which earned him more than \$750,000 (\$240,000) in two years, writes Lionel Barber in Washington.

Appearing before the Senate Armed Services committee reviewing his nomination, Mr Tower, formerly a Texas Republican senator, conceded that there was a "perception problem" but said he would head over backwards not to favour his former employers.

Mr Tower worked as a consultant to Martin Marietta, LTV Aerospace, Rockwell, Textron and the US civil aviation sales subsidiary of British Aerospace after resigning as US negotiator in the strategic arms reduction talks in Geneva in 1986.

The Senate is expected to confirm Mr Tower, though doubts remain about his management skills, his ties to the defence industry and his earlier strong advocacy of the \$2,000bn military build-up under President Reagan.

Some critics have suggested that the controversy surrounding his selection will inevitably weaken his standing in the Bush cabinet and make it more difficult for him to win support for the inevitable battle over defence spending in a new era of austerity.

Mr Tower, who chaired the Senate Armed Services committee between 1981 and 1985, said he expected to tighten rules governing defence consultants working for the Pentagon.

The new rules would probably force consultants to register if they were working for the Pentagon and other big contractors.

Mr Tower said that if he was confirmed as Defence Secretary, he would withdraw from any discussions on whether to disbar any of his former defence contractors as a result of the procurement scandal.

CHICAGO FRAUD INVESTIGATION Mercantile body joins probe

By Deborah Hargreaves in Chicago

IN THE wake of the big FBI investigation into fraud at Chicago's futures exchanges, the Chicago Mercantile Exchange has set up a panel to look into its trading rules.

The panel, which comprises prominent futures industry figures including Ms Susan Phillips, former chairman of the industry's regulatory body, will look at all transaction rules and procedures.

Exchange officials admit that trading abuses do occur among the CME's several thousand members and say the panel will recommend structural improvements to enhance trading practices.

"There will be no sacred cows," said Mr Leo Melamed, chairman of the CME's executive committee, who expects the nine-member panel to make its suggestions in two to three months time.

The CME's announcement came as subpoenaed traders began testifying before a grand jury, in the widest inquiry into the futures industry ever launched in the US. More subpoenas were handed out yesterday in what one trader called a "subpoena derby".

Traders believe the FBI left two "moles" on the exchange

trading floors after the disclosure of the investigation last week. These agents were working as runners or clerks - a messenger function which put them in a position to gather much trading information.

The formation of the CME's panel is a move to fend off the inevitable calls for harsher regulation of Chicago's markets in the wake of the FBI probe.

"These sort of things are not good for public trust," said Mr Jack Wing, chairman of the Chicago Corp, who will also sit on the panel. "We're all concerned that there will be an overkill on regulation."

Argentine barracks rebel identified

THE leader of the group which took over La Tablada army barracks in the outskirts of Buenos Aires on Monday has been identified as the head of the People's Revolutionary Army (ERP), a left-wing extremist organisation active during the 1970s.

Mr Enrique Gorriaran Merlo, who led an uprising of army rebels in December, is the founder of the ERP. He was a well-known and articulate lawyer with a respectable career defending human rights. He was the leader of the intransigent party, a splinter group from the terrorists, until 1985.

Last week he appeared on television chat shows accusing Mr Menem and Mr Selmslein of conspiring against the Government.

The motive for the attack is still unclear, but a leaflet found on Mr Alberto Farfan, one of the 25 insurgents killed in the fighting, said they aimed to pre-empt the army from staging a military coup.

The leaflet referred to the terrorists as members of an unknown group, the Popular Resistance Front.

involved in the attack was the All for the Fatherland Movement, a group that has made headlines recently for its allegations that Mr Carlos Menem, the opposition Peronist presidential candidate in the election next May, had met Colonel Mohamed Ali Selmslein, who led an uprising of army rebels in December.

Mr Jorge Bañas, the founder of All for the Fatherland, was killed in the attack. He was a well-known and articulate lawyer with a respectable career defending human rights. He was the leader of the intransigent party, a splinter group from the terrorists, until 1985.

Last week he appeared on television chat shows accusing Mr Menem and Mr Selmslein of conspiring against the Government.

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Amazonian tribes meet over dam plan

By Ivo Dawson in Rio de Janeiro

ELEVEN Amazonian tribes are to hold a five-day mass gathering in Altamira, in the state of Para next month to protest at the Brazilian Government's plan to construct a major dam complex in the region.

The meeting, believed to be the largest of its kind ever held in the Amazon, is expected to

be attended by more than 1,000 tribesmen, alongside representatives of ethnic Indian groups from the US, Canada and Malaysia.

Its aim is to put pressure on the Government to provide more information on the Xingu River hydroelectric scheme, which, protesters claim, will involve as many as five dams in the eastern Amazon, flooding 7,200 square km of rain forest in the Altamira area.

Officials of Eletronorte were unavailable for comment yesterday, and it remains unclear how far the Xingu River project is advanced.

Garcia hits out at IMF 'shock' plan

By Veronica Saruffati in Lima

PERUVIAN President Alan Garcia launched a strong attack against the International Monetary Fund yesterday amid attempts to pursue a policy of rapprochement with international lending agencies.

In his first public statement since Mr Carlos Rivas Davila, the Finance Minister, returned from Washington after talks with the IMF and World Bank, Mr Garcia said: "We need more dollars coming into the country than going out. If this does not happen, then there is no point negotiating [with the IMF] - we will only end up paying more and decapitalise the little we have."

Mr Garcia said his Government would continue with its gradualist policy, initiated last September, of issuing periodic economic packages.

"The shock [stabilisation] programme proposed by the IMF would bring tremendous social consequences with it. If our small economic packages already have serious social impact, one big super shock programme would have dramatic social and even political consequences," Mr Garcia warned.

He described the IMF stabilisation programme as "incoherent" and said Peru would make other propositions.

"We have the oil resources, and the mining and agricultural exports to work out our own development. We cannot fall into the colonial trap of believing that only loans will solve the problem of Peru and Latin America... Would it do the national economy any good to pay \$1bn now in the hope that they lend us \$200m in two years' time?"

Mr Luis Alberto Sanchez, Peru's Vice-President, supports the tenets of an IMF programme. He favours the application of a shock which would halt inflation and give Peru access to fresh loans.

However, Mr Rivas, the Finance Minister, also expressed doubts about the austerity programme.

Mr Rivas had been in the forefront of mending bridges with the IMF and had indicated this month that Peru would consider making a token payment of \$30m to this end.

"I am not going to pay the \$30m unless I get something in return... The IMF programme would put an even heavier burden on our already poor people," he said.

Mr Garcia also announced that the Soviet Union would award a credit line of \$180m to be repaid over eight years, at a 5 per cent interest rate.

Greenspan says buyouts peaking

By Our Foreign Staff

FEDERAL Reserve Chairman Mr Alan Greenspan yesterday told the Senate Finance Committee there are reasons to believe that corporate leveraged buyouts and related restructurings are probably peaking at present, and as a result, legislation to address the phenomenon probably isn't required.

Mr Greenspan, however, said he would work "a lot" on supervision, especially in the banking area, to address any problems that might exist.

Correction

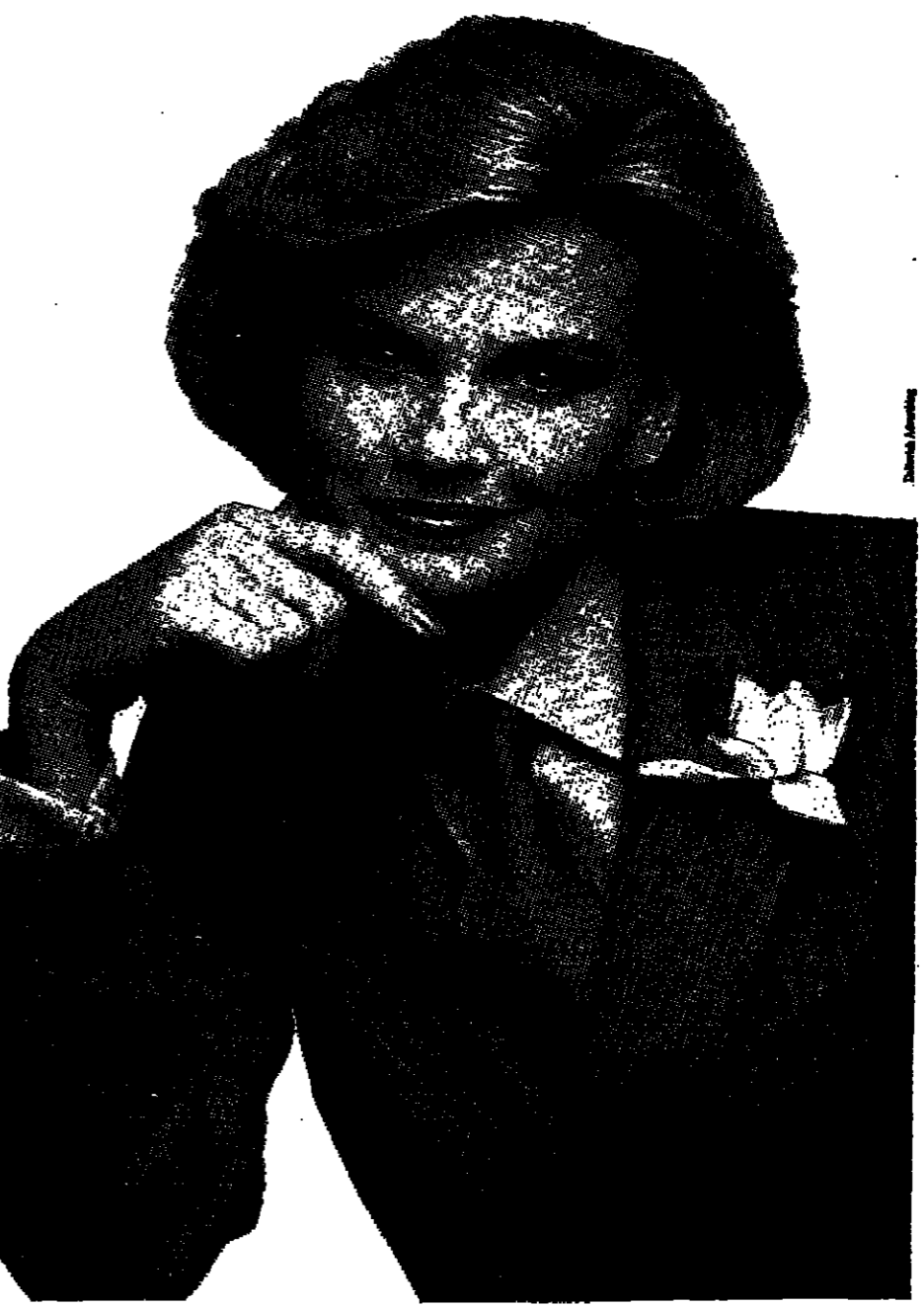
Partners of Princeton/Newport were not former employees of Drexel Burnham Lambert, as reported on Wednesday. An illegal business relationship between the two investment firms was alleged in indictments last August of five Princeton/Newport partners and a former Drexel employee on racketeering and fraud charges. Separately, Drexel has agreed to plead guilty to a charge of fraudulent securities trading involving Princeton/Newport, which is a small New Jersey firm in the process of liquidation.

Interior values.

Whilst Italians wouldn't agree that all suits are the same - and why should they, after all Italian suits are probably the best in the world - they certainly would agree that in banking it's what lies behind these pin-stripes that makes the difference. Especially so in their own country, with its many-sided economy and range of cultures. In Italy *Credito Italiano* has earned itself the affectionate nickname of "La Banca in doppiopetto grigio". (Loosely translated, "The bank in the pin-striped suit"). So, as the name implies, we are strong, professional and reliable. But behind the serious facade we're also friendly, young at heart, dynamic and very adaptable. Founded 118 years ago, *Credito Italiano* today has nearly 500 branches in Italy alone, but more importantly, we are the number one Italian bank in terms of geographical distribution of our branches. So we really know what we're talking about on our home ground. But we're also at home all over the world, with a direct presence in the main financial centres and our global network of correspondent banks.

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HQ SERVICES & OFFICES

WORLD TRADE NEWS

UK MPs urge sharp cut in CoCom curbs

By Peter Montagnon, World Trade Editor
AN IMMEDIATE and radical cut in Western restrictions on sales of sensitive technology to communist countries was urged yesterday in a report by an influential group of UK parliamentarians.

NZ to join Soviet gas car venture

By Steven Butler
THE Soviet Union has entered a joint venture agreement with a New Zealand consortium to develop Soviet natural gas reserves for use as a transportation fuel.

Thai copyright war divides Washington

Peter Ungphakorn on Washington's battle against fake products in the Far East

THE REAGAN Administration took more than a month to decide on punitive action against Thailand following the breakdown on December 12 of trade talks between the two governments on intellectual property protection.

Yeuiter, then still US Trade Representative, reportedly read the comments in the Bangkok press and held back the draft announcement in an effort to persuade the other agencies to accept tougher retaliation.

On the other major intellectual property issue, pharmaceutical patents not currently protected in Thailand.

The US Trade Representative wanted action, the State Department urged leniency

At first a lenient option was agreed by the agencies concerned and leaked to the Thai press. Mr Reagan was to be asked to withdraw Thailand's right to import duty exemptions on eight products.

Street stalls are loaded with copied music and video tapes and designer clothes

commitment that somehow or other software will be given copyright protection. The Thai Government, again after a sometimes bitter debate and shifting negotiating positions, refused to promise that it would not propose a separate software law.

EC warned of import threat from E Germans

By Peter Montagnon
EAST GERMAN goods will have "almost unfettered access" to the whole of the European Community after 1992 if no effective controls are created on trade between East and West Germany, the British textile and clothing industries said yesterday.



ACP highlights EC trade-squeeze fears

By David Buchan in Bridgetown, Barbados
FEARS ARE growing in the 66-strong group of African, Caribbean and Pacific (ACP) countries that forces beyond its control are squeezing its goods further out of the EC.

ARE YOU DOING ENOUGH RESEARCH BEFORE DEVELOPMENT?

Allowed to go too far, ill-conceived new product ideas have a horrible tendency to take on a ghastly life of their own.

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The Patent Office





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Few luxury cars are as quiet, comfortable, spacious or rewarding to own as the top-drawer Mercedes-Benz 560SEL, for example. If you take a back seat you'll understand why first class travel is an appropriate basis for comparison. Your Mercedes-Benz rear seat is also electrically adjustable, and there's even a footrest on the floor. In the unlikely event that the front seat is pushed back to the limit, you'll still have 10 inches of rear leg room. With it fully forward, legroom behind extends to an extraordinary 22 inches.

A REFRIGERATOR IN THE BOOT

If you wish it, the seats will be clad in the finest glove-like hide; the windows operate electrically, and each ashtray has its own cigar lighter. The atmosphere can be air-conditioned or the air recirculated. Individual reading lights are standard and you can specify heated rear seats, curtains, an electric roller blind and even a refrigerator for the boot.

S-CLASS STANDARD EQUIPMENT	
<p>300SE & 420SE (STD WHEELBASE) ABS anti locking braking system · Automatic front seat belt tensioners · Automatic transmission · Electric sunroof (tilting) · Electric windows · Electrically adjustable steering column · Electrically operated near-side mirror · Exit lights in doors · First aid kit · Front seat height adjusters · Headlamp wash/wipe · Heated door mirrors · Leather covered steering wheel and gearshift · Multipoint central locking · Outside temperature gauge · Power assisted steering · Rear head restraints · Recirculating air facility · Tinted glass · Twin illuminated vanity mirrors · Walnut fascia</p> <p>ADDITIONAL WITH 500SE Leather or velour upholstery · Cruise control · Electric front seats · Electric aerial · Limited slip differential · Rear reading lights · Rear shelf speakers · Metallic paint</p>	<p>300SEL & 420SEL (LONG WHEELBASE) As for 300SE and 420SE plus: Cigar lighters in rear ashtrays · Rear foot rests · Electric aerial · Rear reading lights · Rear shelf speakers</p> <p>ADDITIONAL TO ABOVE WITH 500SEL Air conditioning · Leather or velour upholstery · Cruise control · Electric front seats · Limited slip differential · Metallic paint</p> <p>ADDITIONAL TO ABOVE WITH 560SEL Alloy wheels · Electronic radio/cassette · Electric roller blind · All seats electric and heated, front with position memory · Self levelling suspension</p> <p>OPTIONAL EQUIPMENT - ALL MODELS Acceleration Skid Control · Orthopaedic seats · Airbag · Refrigerator in boot · Rear door and window curtains · Theft warning device</p>

While some of these more esoteric items are fitted as standard only on the 560SEL, the chart illustrates the variety and sophistication of the standard equipment on even the 300SE.

Up-grade to S-class

TAKING THE CONTROLS

Here the comparison with air travel must end (unless you're a qualified pilot). Take over the controls of your 560SEL and a unique driving experience begins.

Start the engine. It is a 5.6 litre alloy V8 with electromechanical fuel injection, generating 300bhp and 335lb/ft torque at 3750rpm. Despite the car's 4000lb weight, this magnificent engine can propel it from 0 to 62mph in 6.9 seconds. On the test track the car can reach a governed top speed of 156mph (manufacturer's figures).

Other models in the series are the 3.0 litre 300SE and SEL, 4.2 litre 420SE and SEL, 5.0 litre 500SE and SEL. The S-class series offers a full range of space, performance and economy options. Each is a model of modern aerodynamics. Each will handle as well as a much smaller, lighter car should the need arise.

THIS CAR SET THE STANDARD

In 1988, more people bought Mercedes-Benz S-class models than ever before. It is a car that has won the respect of businessmen and women who can afford any car they wish. It is a car that has enormous presence on every occasion. It can be sedate or it can be exuberant. And it is as safe as the pioneers of automotive safety can make it. (Indeed, the Mercedes-Benz S-class is the world's safest car according to The Highway Loss Data Institute of the USA.) And S-class performance and breeding are a match for the car's appearance: it is strong, immaculately built, spacious, comfortable, well-mannered and unostentatious.

That is because the Mercedes-Benz S-class is designed and built by people who have a complete understanding of what today's business executives expect and need from their personal transport.

That is why there is no better way to travel than S-class.



ENGINEERED LIKE NO OTHER CAR IN THE WORLD.

طوكيو صنداي

Government sets target for mobile phone services

By Hugo Dixon

THE GOVERNMENT yesterday unveiled a radical plan for how the mobile communications industry, already one of the British success stories of the 1980s, can continue to expand into the 1990s and beyond.

The plan, announced by Lord Young, the Trade and Industry Secretary, involves the introduction of two brand new types of mobile service and a substantial upgrading of the existing car phone networks. The idea is that by injecting more competition into the industry, more people will be able to make phone calls when they are away from their homes or offices and Britain will be kept in the forefront of mobile communications developments.

There will be four operators for the first new service called telepoint. A consortium led by British Telecom has been granted one of these licences.

However, in order to defuse political objections that BT would monopolise this market, the Government has told the company to reduce its 60 per cent stake in the consortium to below 50 per cent.

This instruction itself caused confusion within BT's consortium, with one of its partners, STC, the UK electronics group, claiming that it had bought BT's share. BT said this claim was "rubbish" and that it had yet to decide whom to sell its share to. The other members of the BT consortium are France Telecom and Nynex, the traditional phone operators in

France and New York respectively.

Telepoint, a technology pioneered in the UK, will allow people to make phone calls when they are within 150 metres of base stations, tens of thousands of which will be installed around the country.

It will be much cheaper than the present car phone or cellular systems, with telephone handset costing less than £200 and call charges not much higher than on the mainstream fixed networks. Its disadvantage, however, is that only outgoing calls will be able to be made, at least initially.

The other successful telepoint applicants are Ferranti, a consortium comprising Sanyo Communications, Motorola of the US and Mercury Communications; and a consortium of Philips, Barclays Bank and Shell. Most plan to start their service by the early summer, rolling out quickly across the country.

Lord Young caused a surprise by announcing plans for a second new type of mobile service, which he called "personal communications". The exact specifications of this have yet to be worked out, but it will certainly involve two-way communications and will be designed to compete with the present cellular networks.

The Government plans to consult widely with the industry over the next three months to determine exactly how the new system will work.

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Thames TV may sue over Gibraltar film

By Raymond Snoddy

THAMES Television said yesterday it is considering legal action against some newspapers over their coverage of the documentary of the killing last year of three IRA terrorists in Gibraltar.

This announcement was made independent of the programme makers, who were largely vindicated by the court.

Mr Richard Dunn, managing director of Thames, which is based in London, said: "I think that there is a case for legal action against some newspapers who went beyond the bounds of fair comment."

Thames would be taking legal advice on the whole range of coverage on the documentary and would then

decide whether or not to proceed.

The report by Lord Windleham and Mr Richard Rampton, a leading libel lawyer said: "The programme-makers were experienced, painstaking and persistent."

"They did not bribe, bully or misrepresent those who took part. The programme was trenchant and avoided triviality."

In spite of various criticisms, the report said: "We accept that those who made it were acting in good faith and without ulterior motives."

The documentary caused a big political row after the IBA gave the go-ahead for transmission despite being asked by Sir Geoffrey Howe, the Foreign Secretary, to postpone it until after an inquiry.

Equiticorp executive quits Guinness Mahon board

By David Lascelles, Banking Editor

MR GRANT ADAMS, Equiticorp's representative on the board of Guinness Mahon, resigned as a non-executive director of the merchant bank yesterday.

His departure follows last week's decision by New Zealand-based Equiticorp, which owned 61 per cent of Guinness Mahon, to call in the provisional liquidators.

Yesterday, Mr Adams and two colleagues resigned from GPG, Guinness Mahon's former sister company.

Equiticorp's 28 bank creditors who have now assumed ownership of Equiticorp's interest in Guinness Mahon and GPG met yesterday to coordinate their position. They

are expected to announce today that they have appointed a leading City of London merchant bank to advise them on the disposal of the stakes.

The creditors are also expected to vote for the existing slate of directors of Guinness Mahon when they come up for re-election at the merchant bank's annual meeting today.

Although the meeting has only routine business on its agenda, Mr Geoffrey Bell, the chairman, is expected to reassure shareholders that the bank is in sound condition having, at the Bank of England's insistence, maintained its independence from Equiticorp.

English earns £6bn as a world industry

By David Thomas, Education Correspondent

ENGLISH LANGUAGE is now a world commodity with a market value of £6bn a year, according to a study published yesterday.

The study, by the Economist Intelligence Unit, claims to be the first attempt to assess in business terms the teaching of English as a foreign language.

Almost £1bn a year is generated by the English as a foreign language industry in the UK alone. English language courses account for £200m of that, with £170m generated by textbooks.

North America (\$2bn a year) and Australasia and the Far East (also £2bn) are the other main centres, according to the report.

A special survey conducted for the study found that many Continental and Japanese multinationals devote considerable resources to teaching their employees English.

One large petrochemical group, for example, spends £2.6m a year teaching up to

7,000 of its workers English.

With 70 per cent of the world's mail and 80 per cent of the information stored electronically written in English, the study projects a buoyant future for the English language business.

Growth of at least 10 per cent a year is forecast for the industry in the UK.

However, the report gives a warning that competition will intensify. Other Western European countries will probably try to set up more English language schools to capture some of the business.

The study suggests that the fragmented UK industry will respond by collaborating on a joint marketing organisation and by rationalising the English as a foreign language examination system.

English: A World Commodity. Economist Intelligence Unit, 40 Duke Street, London W1A 1DW. 285 Europe; 2185 US; 298 elsewhere.

BP adds 550m barrels to oil reserves

By Steven Butler

BRITISH Petroleum, the world's third largest oil company, has added about 550m barrels of oil, and oil equivalent, to its reserves from discoveries made since the beginning of the year.

The discoveries, which BP has yet to disclose in full, are understood to have at least replaced last year's oil production.

BP's total reserves amount to about 5bn barrels of oil, concentrated in the North Sea of Alaska and the North Sea.

The discoveries came in addition to BP's 1988 acquisition of Britoil, which brought with it an additional 1bn barrels of proven reserves.

BP officials are understood to be confident that the figure can be raised further by careful reservoir management.

The overwhelming majority of the company's discoveries are in the North Sea and on the UK continental shelf. The largest addition to reserves has come from the North Sea in the UK sector of the North Sea. This was a 200m barrel discovery, 150m barrels of which belong to BP.

Discovery of an offshore extension to the Wytch Farm field, near Bournemouth on the southern coast of England, has increased proven reserves by 100m barrels to 350m barrels, half of which belongs to BP.

Many oil industry analysts believe that the results of a drilling programme in progress are likely further to boost this figure substantially.

Four gas discoveries in the southern gas basin of the North Sea have added a total of 400bn cubic feet of gas, or 70m barrels of oil equivalent. BP has, in addition, made three oil discoveries in the central area of the North Sea adding 100m barrels to its own reserves.

Appraisal drilling at the Ula field in the Norwegian sector of the North Sea has increased reserves from 240m barrels at the end of 1987 to 450m barrels today, BP is understood to believe. There are also believed to be good prospects for further increases.

BP has a 57 per cent interest in the field, and earlier in 1988 put the reserve figure at 330m barrels.

Further significant liquid discoveries were made in Papua New Guinea at fields operated by Chevron, the US oil company. BP has a 25 per cent interest in the Iagfa and Hedina fields, which have added to BP's reserves 60m barrels of crude oil and liquid gas condensate.

BP's commitment to continue efforts to replace its reserves by exploration was underscored by its acquisition of Britoil, which had a large, highly prospective portfolio of exploration licences in the North Sea.

As part of the acquisition, BP gave a firm pledge that it would continue with an active exploration programme.

Max Wilkinson adds: The Government yesterday approved plans for the £168m development of the Emerald oilfield, about 70 miles west of the Shetland Islands. The development, by Sovereign Oil and Gas, is likely to provide work for 2,000 people during the next 18 months. About 1,400 jobs will be created in Scotland and some in Middlesbrough.

Morning crush threatens to derail London

Lynton McLain examines the numbers behind the Central London Rail Study

BY 1999 more than 1.2m passengers could be arriving at London underground and rail terminals each morning unless something is done to ease the pressure on trains and stations, says the Central London Rail Study.

That would be the same as the entire population of South Yorkshire or most of Birmingham and Coventry pouring into the capital in the three hours of the morning peak between 7am and 10am.

Some 600,000 people, half of the morning peak passengers, arrive in London in the hour before 8am. Both London Underground and British Rail services are carrying record numbers of passengers into the capital's centre.

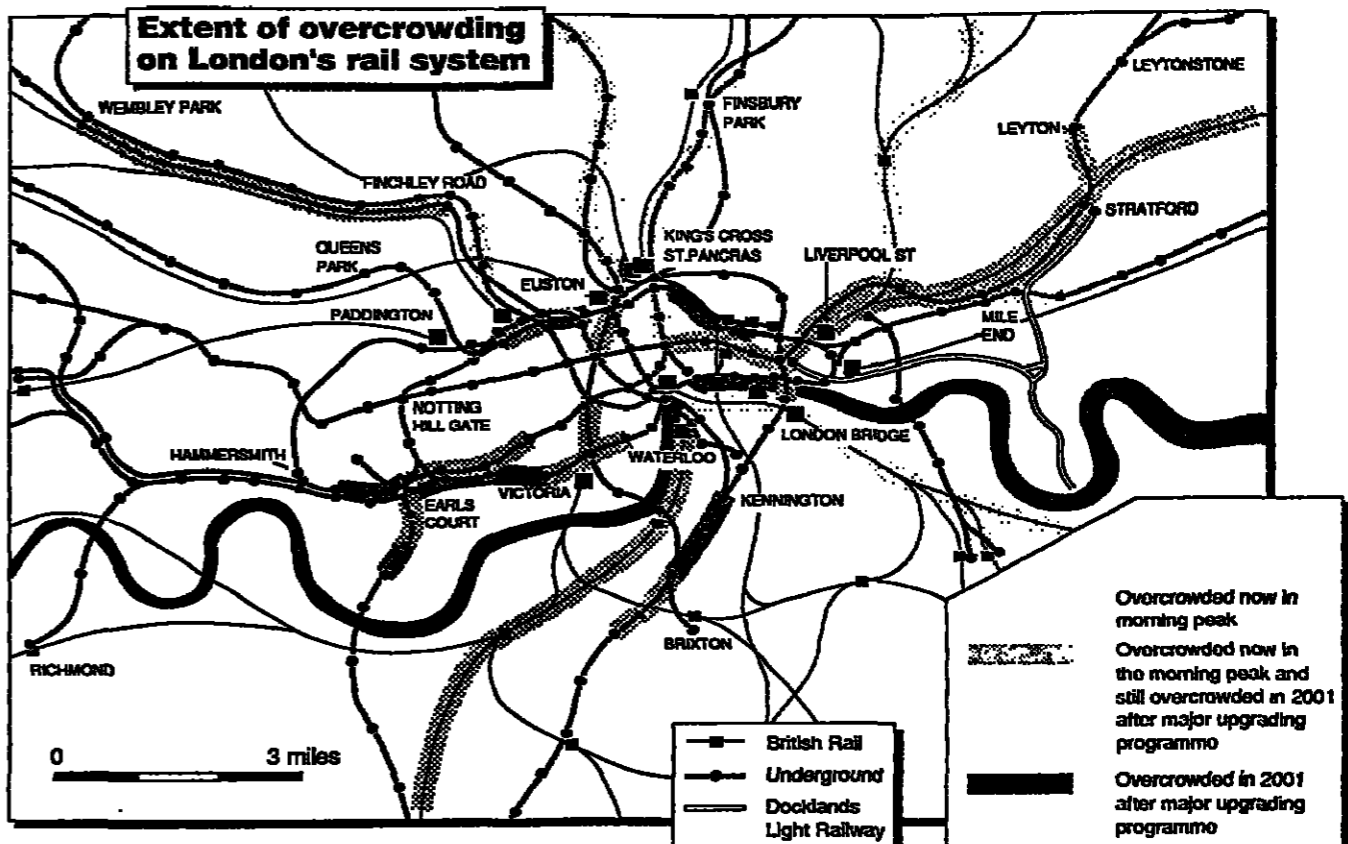
The pattern is expected to continue so that as many as 900,000 could be arriving in central London in one hour by the end of the century.

At present, underground trains distribute some 200,000 British Rail passengers within central London. This is a rise of 50 per cent on 1983 numbers.

Rapid growth in the number of passengers arriving in the capital in the morning resumed in 1982 after a steady fall in numbers from 1971 to 1976. Passenger volumes rose again in the preceding years, but there was a general rise in commuting to central London and decline to a low point in 1982.

Some of the rapid growth thereafter was at the expense of bus, coach, car and cycle traffic, all of which have fallen in the preceding years. But there is a general rise in commuting to central London and decline to a low point in 1982.

On BR's Network Southeast trains, the tendency for growth to be focused on longer distance commuting from beyond the Greater London boundary



More than half came on the underground system and most of the remainder used British Rail services.

The challenge facing the underground, according to the report, is how to cope with the 35 per cent growth in peak traffic over the period since 1980. Off-peak demand grew rapidly, by 80 per cent since 1980, but this did not mitigate the problem of rapidly rising peak demand.

More passengers had to stand on crowded Tube trains

also led to acute problems on certain services.

The challenge facing the underground, according to the report, is how to cope with the 35 per cent growth in peak traffic over the period since 1980. Off-peak demand grew rapidly, by 80 per cent since 1980, but this did not mitigate the problem of rapidly rising peak demand.

More passengers had to stand on crowded Tube trains

in 1987 than London Underground would have preferred. Sections of the London Underground were above the Underground's "planning standard" in 1987. The standard laid down that "on average no more than one person should have to stand for each seated passenger."

On BR sections of the network did not meet the standards laid down by BR for standing passengers.

The standards are that no passenger should have to stand for more than 20 minutes and that no more than 35 passengers should have to stand for every 100 seated passengers on sliding door trains and that no more than 10 should have to stand for every 100 seated on slam door trains.

The report said: "As well as overcrowding on trains, congestion at stations is now a major problem."

Directors fail to quantify reserves against claims Auditors heavily qualify first annual accounts of Lioncover

By Mick Bunker

ERNST & WHINNEY, the accountancy firm, has heavily qualified the first annual accounts of Lioncover, a special insurance company set up by Lloyd's, the London insurance market, to take over the liabilities of the notorious PCW syndicates.

Lioncover is owned by the Society of Lloyd's, meaning the market's 31,000 underwriting members. Documents at Companies House show that despite of prolonged investigations Lioncover's directors were still unable last year to quantify the reserves they will need against insurance claims which the company may have to pay between now and 2007.

The claims arise from insurance, much of it for US liability risks, underwritten before 1982 by PCW's former managers, including Mr Peter Cameron-Webb. The Serious Fraud Office issued a warrant for the arrest of Mr Cameron-Webb and his accomplice Mr Peter Dixon. Both men are in exile in the US.

In Lioncover's 1987 accounts, Ernst & Whinney, the auditor, said it was "unable to express an opinion" about the company's liabilities with the Companies Act, because of "uncertainties... which may materially affect the company's position."

The accounts, for the year to December 31 1987, are dated July 26 1988 and became available at Companies House last autumn.

They cast considerable doubt on the reliability of the figure of £20m which Lloyd's gave in April 1987 as an estimate of the expected claims. It was used by Lloyd's in a settlement with 1,500 members of the PCW syndicates, and with various companies in the Lloyd's market.

The settlement's parties, including the 1,500 members and Lloyd's, contributed to a fund of £124m. Together with the syndicates' assets, this was expected to produce investment income sufficient to meet the claims over 20 years.

The assets and liabilities were transferred to Lioncover in July 1987, but with Lloyd's standing behind it in case its reserves proved deficient.

Ernst & Whinney says it could not satisfy itself "as to the adequacy or otherwise" of Lioncover's claims reserves of £20m. Lioncover's directors said that they were "unable to give an opinion" about this figure, or about £22m representing money due from insurance intermediaries which placed reinsurance contracts with the syndicates.

The documents attribute the problems to uncertainties about the amounts owed to Lioncover by other insurers, and about what Ernst & Whinney calls "the reliability of recording of certain underwriting transactions prior to July 1987."

In the accounts, Lioncover says it made "every effort... to

produce reliable financial information" but was hampered by late receipt of records from Additional Underwriting Agencies Number Three, which looked after the syndicates in 1986-87.

In addition, it says AUA3 "expressed significant reservations regarding the reliability of the accounting records which related to the assets and liabilities."

News that Lioncover's financial position contains so many uncertainties will not surprise experts on US liability insurance, where reserves are notoriously difficult to assess.

In August 1986, a Lloyd's report identified US product liability, medical malpractice, and professional indemnity insurance for large accountancy firms as major areas of exposure for the syndicates. They are also known to have been heavily exposed to US asbestos-related injury claims.

In addition, investigators of the PCW affair in 1982 are known to have discovered that key accounting records were either missing or may have been falsified.

At a Lloyd's annual general meeting last June Mr Murray Lawrence, chairman of Lloyd's, said that it was premature to predict the outcome of Lioncover's investigations of its liabilities, but he predicted that experience in the rest of Lloyd's suggested that further money might have to be found.

Accountants clash with SE over brands

By Richard Waters in London

THE controversy over the way companies account for intangible assets such as brands was stoked into life yesterday as the accountancy profession and the Stock Exchange sent out sharply conflicting messages on the subject.

At the same time Lonrho announced it was to include brands worth £17m in its balance sheet. This makes it only the second major UK company to attempt to revalue existing intangibles during the current bout of interest in the subject, though many others are known to have expressed an interest.

Ranks Floris McDougall, the food and drinks group, was the first to move when it valued a number of its brands at £670m last November.

The Accounting Standards Committee yesterday asked companies to desist from making brand revaluations like this until further work has been done into how values are calculated.

Mr Michael Renshall, ASC chairman, said: "There is still too much uncertainty about how it is done and about the meaning of the numbers that it produces."

The ASC called on companies to include information about intangible assets in notes to their accounts rather than in their balance sheets until further notice, though it has no power to enforce this.

In contrast, the Stock Exchange yesterday issued a statement likely to encourage companies to put intangible

assets into their balance sheets. This was that companies could add in intangible assets when calculating their asset size for the purpose of Exchange rules concerning acquisitions and disposals.

Until now the inclusion of intangibles has been allowed only at the discretion of the Exchange's quotations committee.

Under the Exchange's listings agreement (or "yellow book"), companies intending to acquire or dispose of businesses need the approval of their shareholders if the transaction exceeds certain size tests. One of these is when the assets exceed 25 per cent of the company's own.

This means that, by adding in intangible assets, some companies may be able to boost their own balance sheets and so escape the need for shareholder approval on some transactions.

This is likely to appeal to companies which have potential predators sitting on their share registers with large blocks of shares. RHM, for instance, has said that this is one of the reasons for its own brand revaluation.

Lonrho also has a large and unwelcome shareholder, but did not list this as a reason for its move yesterday.

Other companies in the same position, at least one of which is known to have investigated revaluing intangibles, include Pearson, Cadbury Schweppes and Scottish & Newcastle.

Soliciting London barristers from the Bar

Raymond Hughes examines the likely effects of the proposed legal profession reforms

FARRAS at the Bar, the barristers' professional association, said how it will be affected by the proposed changes proposed by Lord Mackay, the Lord Chancellor, for the legal profession seem to have real substance.

Lord Mackay's proposals amount in practical terms to the fusion of the two branches of the profession, with the door being opened to solicitors to conduct cases in the higher courts.

The proposals have been signalled by Mr Desmond Fennell, the chairman of the Bar, as "a charter for the big battalions" - the leading London law firms. He envisaged the Bar withering away as its stars were headhunted by the solicitors.

A survey of partners in some of these firms suggested that, in the long term at least, the number of independent barristers will shrink.

Solicitors' firms will begin to develop in-house advocacy departments, and barristers the law to the hitherto west of the Bar, may have better career prospects as solicitors.

Mr John Calvert, of Simmons & Simmons, saw the employment of barristers as a fairly strong possibility. He said that for some time there had been rumours of barristers having been approached by, and approaching, City of Lon-

don firms.

He anticipated more applicants from graduates to complete solicitors' articles, the two years' indentured training required for full qualification as a solicitor. The Bar, he said, "can't look to be a very bright or assured future now."

Mr Bill Park of Linklaters & Paines, thought Mr Fennell had overreacted to the risk of top barristers being headhunted. Apart from any other considerations, barristers' traditional independence would make it difficult for them to fit in, Mr Park said.

"Somebody who has been trained to think only of himself or herself would find life very far from congenial in a major firm."

There would, however, have to be a move towards in-house advocacy departments because that was what foreign clients and lawyers demanded. But it would be at least 10 years before that really took shape, and even then there would still be room for the Bar.

"I think we have to ensure that a pool of independent barristers remains - although it may be reduced in number and, perhaps, be more selective in quality."

Mr George Staple, of Clifford Chance, the largest City firm, said its purpose was to provide specialist legal services for clients in the commercial field

and up to now the Bar had served well.

But if the Bar was not going to survive in its present form, in the longer term solicitors would have to provide advocates in-house.

Baker & Mackenzie, part of the international law firm, is in the lower half of the leading 100 London firms in terms of size.

Mr Tom Handler, a partner specialising in litigation, thought there was a very real danger that the top firms would finally cream off the leading barristers, if not by bringing them in-house, then on a fee sharing basis or some form of exclusive arrangement.

"The best of the Bar is not going to be available to our clients," he said.

From the other branch of the legal profession came the view that Lord Mackay's proposals were ill-thought out.

Mr Ronald Burley, senior clerk to one of the London's big firms of commercial chambers, as firms of barristers are known, said that the general feeling there was that the proposals were not in the public interest.

"It puts pressure on barristers if the mega-firms seek to have them to their offices with offers of great security and substantial payments. Their services will be denied to the medium firms and to the general community."

cracy under a quango."

But Lord Mackay suggested that his predecessor had fallen foul of a misunderstanding. He said on one occasion "The quango is none less than the Lord Chancellor's advisory committee which advised him over a long period. All we are suggesting is that its remit should be enlarged to include conduct and its constitution should involve a large lay contingent."

On contingency fees, Lord Mackay rejected Lord Hallsham's view that they were "inherently immoral."

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European joint plan for laser

THE Science and Engineering Research Council's corporate plan proposes a laser 100 times as powerful as anything yet available to European scientists, writes David Fishlock.

The laser would be built as a European collaboration and put European laser scientists into the same league as US, Soviet and Japanese colleagues.

It would serve European universities such as CERN, the European Laboratory for Particle Physics, near Geneva, which provides powerful nuclear beams for physics experiments.

The laser would offer 100-kilowatt bolts of energy. Research would be pure civil science to gain a basic understanding of high-density plasmas generated by bolts of laser energy, said Professor William Mitchell, council chairman, introducing the plan.

He said the plan would proceed only as a collaboration. The council was talking with France, West Germany, Italy and Spain.

The plan says Britain's central laser facility, near Oxford, was cost-effective and had world "firsts" to its credit, but was no longer internationally competitive. The council intends to expand its income by researching under contract, for industry for example.

UK NEWS

Joint Credit Card Company sheds staff in reshaping

By David Barchard

THE JOINT Credit Card Company, which issues the Access credit cards, has shed 100 of its 250 sales staff as part of a streamlining operation to prepare for a new role as a multiple card processing organisation.

After last autumn's shake-up in the credit card industry, JCCC is developing its processing capacity to handle cards belonging to the rival Visa network and operations in Continental Europe. It has also adjusted its systems to handle transactions in currencies other than sterling and the Irish pound for the first time.

The JCCC's traditional role has been in doubt since last autumn when its three major shareholders, National Westminster, Lloyds, and Midland banks, decided to compete against each other in offering credit card facilities to retail outlets. This had previously been carried out for them by JCCC, which is based at Southend-on-Sea in south-east England.

All three banks have now joined Visa International, the rival credit card network, so as to be able to offer retailers both Visa and Access facilities. Mr Tony Lee, chief executive of Access, said yesterday that the Access sales staff had been told they were free to choose

how they should take advantage of new opportunities for them in the credit card market. He expected the winding down of the Access sales operation to continue.

Access has also tried to improve its image by redesigning the card to give it a more international appearance. This has been accompanied by an advertising campaign stressing the card's international ease of use. There are now about 13m Access card holders in the UK.

However, the banks owning the JCCC have given approval for an investment programme to expand its processing capacity. Mr Lee said that creating the extra capacity had been almost as great a task as setting up the system itself.

He said: "The company is now preparing to evolve towards a role which is mainly that of a commercial third-party processor."

Spokesmen for NatWest, Lloyds and Midland confirmed yesterday that none of the banks at present contemplated selling its stake in the JCCC.

A Lloyds spokesman said: "Access cards remain an extremely important product for us. However, we do expect that the JCCC will gradually move towards a larger processing role."

Polls favour more liberal Sunday trading laws

By Maggie Urry

TWO OPINION polls published today show strong support for changes to the laws on Sunday trading in England and Wales. Sunday shop opening is already permitted in Scotland.

A National Consumer Council poll, carried out by Mori, which interviewed 1,700 people, said that 63 per cent of respondents were in favour of change and 32 per cent against.

The other, run by the Consumers Association and based on a sample of 1,200 members, said three out of four consumers "consider they should be allowed to go shopping when they like."

Mr Maurice Healy, director of the NCC, said: "This gives the Government a clear mandate to liberalise the law."

The polls come after a High Court decision which in effect prevents local authorities from getting injunctions to stop shops opening on Sundays.

Three councils applied for injunctions but were told that they could not be granted until cases at present before the European Court, are concluded later this year. That Court is examining whether the Shops Act, which councils have a duty to enforce, breaks the Treaty of Rome.

Learning to farm out grassroots aid

Peter Montagnon examines government and charity collaboration

IF THERE was ever an arm of Government that is not a candidate for privatisation, it is surely the Overseas Development Administration (ODA) which controls Britain's £1.3bn development assistance budget.

The business of administering official aid flows is so bound up with affairs of state that it is hard to imagine any way in which it could be handed off to the private sector. Yet, with its new emphasis on collaboration with voluntary bodies such as Oxfam and Christian Aid, it seems to be trying with what amounts to the next best thing, at least so far as longer-term development projects are concerned.

This new focus, which is far removed from ODA's most public role in joining with the charities to provide emergency disaster relief, was signalled by Mr Christopher Patten, Aid Minister, in a speech to an ActionAid symposium late last year. He said ODA was making "a pretty fundamental review of the working relationship between government and charities."

This is expected to be translated within a few weeks into a substantial increase in the £11.2m budget for jointly funded long-term projects in the developing world.

Even after the increase, which is likely to raise spending to about £17m or £18m, the amount spent by ODA on this type of operation will still be tiny compared with its total budget. Aid experts generally agree that the move reveals more about ODA thinking on development priorities than the money alone suggests.

Not only does the idea of working with voluntary organisations dovetail neatly with the Government's general emphasis on individual responsibility in dealing with social issues, it also responds to a worldwide preoccupation. This is the need for official development spending to reach the poorest sectors of societies which are in the greatest need of help.

The ODA has worked with charities in the developing world. At one level that is seen as a cost-effective way of disbursing money for small individual projects involving particularly disadvantaged



Kano, Nigeria: ODA puts premium on community based projects

communities in far-flung places - projects which would otherwise be uneconomic for the department to handle alone.

Under the present system, the voluntary organisation selects possible projects for joint-funding. The ODA is adamant that it is not trying to sub-contract its fieldwork to outside agencies, but it does have certain criteria for the projects on which it chooses to spend money.

One is that there should be strong local community involvement in the recipient country. Here voluntary agencies, known in development jargon by the ponderous term of non-governmental organisations (NGOs), can play a useful role for their close contacts with similar organisations in the developing world.

Another is that the project should have some lasting developmental value and not just involve social welfare hand-outs. Projects should be self-sustaining in the longer term, which might mean the imposing charges for the services provided.

The ODA hopes thus to promote what can best be described as grassroots capitalism - the creation of small businesses from which eventually wealth, economic growth and employment can be created. Officials at the ODA say this transcends UK party poli-

tics and is perfectly in tune with a broader emerging international theme in development politics: that of nurturing the Third World's own private sector as an agent for development.

It might be supposed that the voluntary agencies, which shy away from being seen as arms of government, would view suspiciously the prospect of such collaboration. Some do have reservations, but their criticisms are muted and most of the bodies welcome the emphasis placed on helping the most poor, which they see as a refreshing antidote to the idea of just doling out aid money in support of British exports.

"The ODA is coming closer to our own philosophy," says Oxfam. Mr John Cunningham, head of programmes at War on Want, adds: "It is an acknowledgement that the ODA recognises the importance of NGOs." However, he admits to being worried that government involvement in voluntary projects might favour some countries over others, such as Viet Nam, which receives no UK official aid although the needs of its poor are considerable.

Some development specialists go further. They are concerned that voluntary agencies might be used to alleviate the adverse effects on the poor from International Monetary Fund adjustment programmes of which they disapprove. But the greatest practical worry is

the requirement imposed by the ODA on voluntary agencies as a condition for collaboration that they should do more to evaluate and appraise their projects.

Some of the largest international agencies such as Care and the Aga Khan Foundation have very well established evaluation systems. Indeed, the ODA has been so impressed with an Aga Khan Foundation rural support programme in northern Pakistan, into which it has already put £300,000 on a joint funding basis, that it is incorporating it into its mainstream bilateral aid programme for that country.

Yet ODA has long been worried about the quality of evaluation at some other agencies. This is a skill which many are too small to develop and of which their donors have little understanding.

"In principle we would certainly support more rigorous evaluation on the part of NGOs," says Mr Roland Hodson, chief executive of ActionAid. "The Government may play a useful role as a catalyst in helping NGOs do that."

If he is right, ODA may end up not only devising a means of making official aid money reach the poorest sectors of the community in the developing world but also of creating a remarkable exception to the normal convention that more government involvement actually means less efficiency.

Private grants extended by voluntary organisations		Official contributions to voluntary organisations		
	\$m equivalent	\$ per capita	% of official aid	
All OECD donors*	3,338	4.75	1,951	5.3
UK	191	3.27	12	0.7
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*18 leading countries grouped in the OECD Development Assistance Committee. Source: OECD. Figures are latest available and relate to 1988.

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THE PROPERTY MARKET

Advantages of remaining private

By Paul Cheeseright

Michael Birchall was 35 and rather bored. "I didn't want to sell houses for the rest of my life." That led to the birth of Sibec Developments 10 years ago. "I didn't have a bean," recalls the one-time chartered surveyor. He set up a one-room office above a travel agent in Wigan. "My biggest decision was whether to have a telex or not. My wife would answer the phone - we had the luxury of two lines." And there was a lady of 80-plus to do the books. The property developer with a £1bn programme is now more likely to be concerned with his executive jet and, as he put it, "trying to mature a business, whether it's private or public." In fact Sibec is private and likely to remain so. Had there not been a stock market crash in October 1987 and had the sentiment of the market not swung against the developer-trader companies, so fashionable in 1986-87, Sibec would have been quoted long since. But for the moment there is nothing the market can offer.



Michael Birchall: West-End style on a Mancunian base

If there is a disadvantage in remaining private it is that "we don't have quoted paper where we can assess on a day-to-day basis what the company is worth, but, really, that doesn't matter," Birchall says. The advantage is that Sibec has retained flexibility. "We don't have to respond to the fashion of the day." It does not have to do as comparable quoted development companies have done: be seen in the marketplace buying investment properties to boost net asset value per share when the object of the business is to generate cashflow by developing a property and selling it on. The situation might be different if Sibec did not have what Mr Birchall believes is a more than adequate capital base to underpin the existing development programme, access to short-term borrowings and a sufficient cashflow to meet immediate commitments. By the middle of the year Sibec could have up to £30m on deposit. There is no pressure for a listing. Mr Birchall holds just over 50 per cent of Sibec. Executives hold around 10 per cent and a syndicate of institutions led by Midland Montagu Ventures and TR Property Investment Trust has 40 per cent. This pattern of equity ownership lacks only the leaving of small shareholders that a quotation would bring. Sibec's style is orthodox enough. With the development of, say, a shopping centre - the Sibec speciality - a major store is sought for a pre-letting. With this in place, a construction loan is arranged through the banks. With the building taking place, an institution is sought to replace the short-term funding with long-term finance. The shopping centre at Aldershot is a case in point. It was a venture in two phases - the refurbishment of an existing complex and a newly built section. From the start there was income from the section to be refurbished. Sibec undertook the refurbishment, helped by bank finance, and then arranged with the Universities Superannuation Scheme to buy the refurbished part and to forward fund the new part. Thus Sibec took a profit on the first section and secured its return on the second. An overseas strand of Sibec's activities will become increasingly important. If it works over a sustained period, it will make Mr Birchall, described by one broker as working "with West End style off a Mancunian base," an international tycoon in the sense that Sydney Mason of Hammerson became one. This year, Sibec will earn 35 per cent of its profits overseas. By far the greater part of 1988 pretax earnings, expected to come out at just under £12m against £5.15m in 1987, have sprung from domestic activities. None the less expansion has been rapid. At the end of 1988 shareholders' funds were around \$40m, compared with £25.8m at the end of 1987.

The eager lenders

Enthusiasm among the banks for lending to companies like Sibec has shown no signs of abating. Indeed, the pace has accelerated since, in the summer of 1987, Mr Robin Leigh-Pemberton, Governor of the Bank of England, politely urged caution. It is too soon to establish whether higher interest rates are having any effect. In the three months to November, bank lending to property companies rose by £2.2bn to a total of £21.2bn.

Chartered surveyors have been weighing this up. Debenham Tewson & Chinnocks noted that in that last quarter there was a 6 per cent increase in commercial borrowing but property debt grew by 12 per cent.

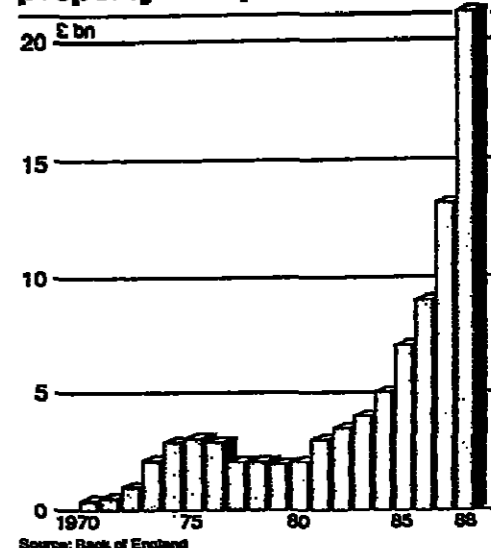
Savills, with an eye backwards to the property crash of 1973-74, recalled that, then, bank lending to the property sector stood at 12 per cent of commercial debt, while now it stands at around 7 per cent.

There is no sign that the pace of lending will slacken immediately. The property industry has gained a development momentum which will certainly be sustained over the next few months. This could be tempered by a reluctance among banks to lend on more marginal projects, given that higher interest rates could make the finances of some smaller companies look fragile.

What has made life easier for Sibec and others has been the growing competition among the banks and the drive into the marketplace by foreign banks. Four years ago, overseas banks accounted for just under a quarter of the lending to property companies. Now that proportion has reached 38 per cent. In recent quarters the biggest push in the market appears to have been made by European banks.

Sibec has noticed that since it started to become involved in Belgium and Spain, its activities have attracted the attention of European banks. Once British companies

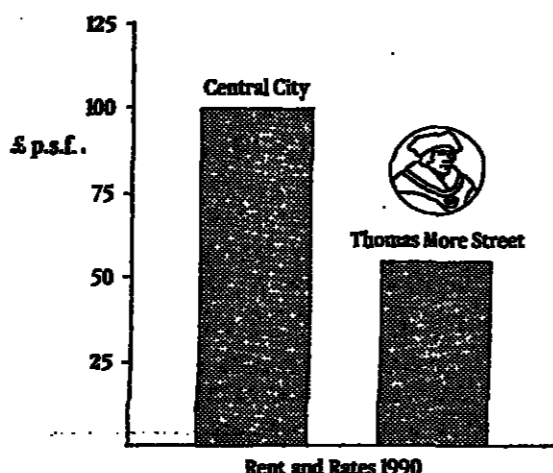
Bank lending to property companies



Source: Bank of England

take on foreign commitments, their source of financing inevitably widens and becomes more elaborate. For Sibec this elaboration will probably reach a pinnacle with the financing of a £2.5bn plan to develop, in a consortium, a retail, leisure and cultural complex outside Leningrad. This is likely to be led by an Austrian bank and will probably make Sibec's domestic financing arrangements look like a ride through play school.

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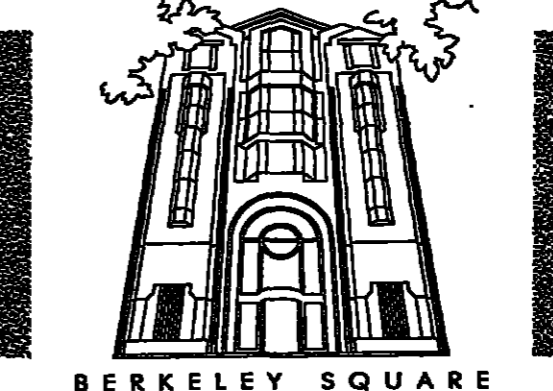
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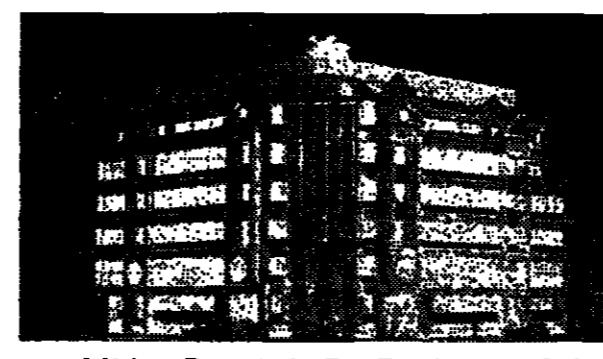
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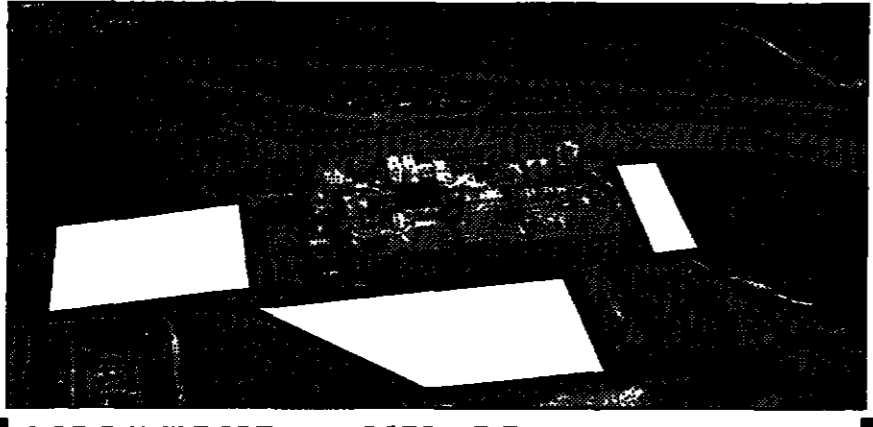
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TECHNOLOGY

Ink spots hit the production trail

Paul Abrahams reports on the spread of the bar-code to factories

The ubiquitous bar-code is playing an increasingly important role in the development of modern manufacturing. The use of these machine-readable codes helps companies to improve quality and inventory control and sharpens their ability to trace the origin of a faulty product.

However, until recently, manufacturers found it difficult to make the process of applying bar-codes to goods integral to their highly automated production lines. There was little point in using bar-codes if their application was often by hand - caused production bottlenecks.

The makers of continuous ink-jet systems, which include Domino and Videjet, of the UK, and Imaje, of Valencia in France, are trying to interest industrial companies in their technology as a means of overcoming this problem. They believe that continuous ink-jet printing operates quickly enough to remove the risk of bottlenecks. Alan Barrell, chairman of Domino Printing Sciences, based at Cambridge, says that some of the company's machines can print as many as 35,000 bar-codes an hour.

The process is rapid because there is no direct contact between the printer and the surface of the product. Instead, the information is sprayed on in a jet of ink droplets.

In the ink-jet printer, the ink is pumped from a reservoir by a small rod which is made to vibrate by a modulated ultrasonic signal. The rod vibrates 64,000 times a second and forces the ink through a nozzle mea-

suring between 65 and 75 microns - about the same width as a human hair. Each second, 64,000 droplets are formed. As the particles of ink fall, they are measured to make sure that they are arriving at the right frequency. Each droplet in the stream passes through the nozzle faster than a bullet from a .22 rifle.

A selected number of particles are then given an electric charge by an electrode. As they fall further, they pass between two electrostatically charged plates which deflect the charged particles. The pattern of the droplets on the final surface is determined by a program that runs on an Epson portable computer. This informs the electrode how much it should vary the charge in each droplet and so dictates the degree of deflection.

The program takes into account both the aerodynamics of each individual particle's flight and the effect of each charged particle on the others - the charged particles repel each other and the program has to compensate for this. The uncharged particles are not affected by the electrostatically charged plates and fall straight down into a gutter to be pumped back to the reservoir.

Alan Barrell, of Domino, explains that although the technology of ink-jet printing has been available for a number of years, the sector where the technology has penetrated furthest is the food processing industry.

One of the main reasons for this is legislation enacted by the European Commission, in particular the regula-

tions controlling sell-by and best-before dates. This means that each packet of perishable food has to be coded and ink-jet printing has been an obvious choice for many companies, says Barrell, because the information could be printed so quickly.

The other main stimulus to ink-jet printing has come from the pharmaceuticals industry, which has adopted it in an effort to improve the traceability of faulty products. "Previously, if a product was found to be faulty, products had to be recalled on a national basis," explains Barrell. "The publicity on radio and television could have dramatic and unfortunate results on the image of the item and subsequent sales. Now, with individual coding of packets, faulty batches produced on a particular line can be traced and withdrawn quickly."

Other sectors are now using ink-jet printers to help trace stock. Lucas Heavy Duty Brakes Systems in Pontypool, a division of Lucas Industries, has installed two ink-jet printers on a production line manufacturing brake components. The printers were supplied by Videjet Systems International, a division of GEC.

Edward Male, a process engineer at the Pontypool factory, explains that each individual item manufactured on the line is given a unique code with yellow pigmented ink which will resist the harsh conditions of heat and salt-spray under the wheel arch.

"We haven't had a product fail, but if one does we want to be able to assure our customers that we can find out where it came from and prevent

others getting out," says Male. "The cost of the printers - about £25,000 - is a small investment compared with the possibility of having to recall a whole week's production, about 90,000 items. If there is an error we would now have to withdraw less than 1,000."

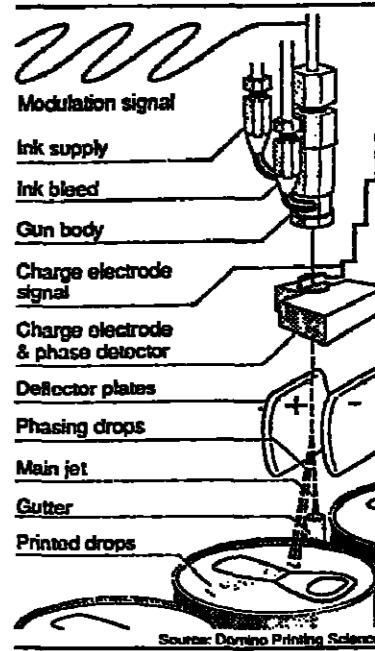
The ink-jet companies are trying to expand the range of applications for their printers. In particular, they stress the role that machine-readable code can play in quality control and in reducing inventories.

Digital Research is using the technology at its Scottish computer board factory. It aids quality control by showing which production stages have been completed and tested.

Mibelle, the toiletries and cosmetics arm of Migros, the Swiss retail co-operative, has installed 47 ink-jet systems on its production lines at Buchs, near Zurich. Max Basler, Mibelle's technical manager, stresses the importance of inventory control in a factory which handles 40m tonnes of raw material a year and manufactures 190 varieties of product. He reckons that this ink-jet installation is the largest in Europe.

"What we needed was a system which was fast and could print variable information in three different languages," says Basler. "Then we needed something that could be integrated with our computer system to keep track of the flow of goods and raw materials. Not only was ink-jet technology quicker than putting the label on by hand, but it also allowed us to reduce the number of personnel

Ink-jet printing



Source: Domino Printing Sciences

on the line." Ink-jet printers are also being used increasingly by the print media to print subscribers' addresses on the publications. The machines can easily be added to existing print lines. Both Time and Newsweek, the US news magazines, use them, as does the Financial Times in the US.

Among the other organisations employing the technology to increase efficiency is The Inland Revenue, the UK tax authority. It has bought 11 Domino machines, which can print the addresses of taxpayers at a rate of 40,000 an hour.

"I'M GOING FOR A SCREENBREAK NOW BUT I'LL LOVE YOU EVEN MORE WHEN I RETURN."



The gospel according to Apple

It was evident from the moment he came into view, a silicon chip affixed to his forehead and wearing a cassock and Warren Beatty smile, that this was not going to be any ordinary computer show.

What he or the chip were doing at Macworld in San Francisco last week became clear. But the presence of the cassock was more understandable. Macworld existed to celebrate the apotheosis of the personal computer - in this case, the Apple Macintosh.

The company itself was unapologetic about the celebration. Jean-Louis Gasse, of Apple Computer, California-based manufacturer of the Macintosh, explained before an audience of several thousand that they were there to celebrate the fifth anniversary of the advent of a magical computer - one that had transformed lives through its power and user-friendliness.

In an atmosphere similar to a Billy Graham revivalist assembly, users explained their conversion. One announced that the Mac was the first non-passive machine, a computer that allowed him to work with the other half of his brain, to extend the reach of his body. It was, he said, like coming home. The congregation applauded.

The advantages of the Mac were unnumbered, said another. The machine allowed you to do what you used to do, but better and faster; it let you do what you wanted to do and couldn't; and finally, it offered applications you couldn't previously have dreamed about.

One convert explained that what she liked about the Mac was that not everybody initially liked it. You had to convince them. At this point in the show, the Apple public relations man leant over to me and asked if I owned a Mac. After I had confessed single ownership of an Amstrad PCW, he said he would have a word with his counterparts in the UK who would loan me one. Then, he said, I would understand what this was all about. I felt rather as I had when a kindly Indonesian monk handed me a copy of the Koran and, on later hearing that I had read it, announced that I was now a Moslem because the word of God had been revealed to me. The presentation continued.

as Apple made the point that the Mac-god was not commercial one. In a spoof advertisement, the company showed the editor of Hinduism Today, based in Honolulu, explaining the benefits of desk-top publishing. The paper's new slogan was, "Drive Hinduism ahead through accepting Apple Macintosh - a tool to enlighten the world." One San Francisco newspaper reporting the event thought the advertisement was real - the mistake was, however, understandable because Apple enthusiasts really do seem to be different.

Certainly, the range and variety of people at the show were impressive. Teenagers talking in incomprehensible abbreviations and acronyms walked past directors in cowboy hats and berets, who boasted that their companies would be worth more than \$100m by the end of the year. Long-haired programmers, dressed in dungarees and translated from the early 1970s, mixed with company executives clutching skin-coloured balloons. And although Apple and its universe have recently been accused of becoming respectable, a number of the check-suit wearing businessmen still had pig-tails.

The companies exhibiting at Macworld were no less exotic. Even some of their names were bizarre: from Strawberry Tree Computers to Silicon Beach Software, they betrayed their west coast origins.

The salesmen and women extolling the virtues of their products to applauding audiences were also unusual. It never did become clear what the man in tails and red tie playing a grand piano and singing "This is the time" was trying to sell.

It was clear, however, that some of the sales people were successful. The escalators leading out of the main hall were loaded with newly purchased Macs and the 450 exhibiting companies and 55,000 visitors appeared to leave mutually satisfied with the event and with the Macintosh product. William, the shoe-shine man by the exit, was also happy with the Macintosh. He reckoned that by the end of the day he would have covered between 30 and 40 pairs of shoes - one of the highest totals of the year. He too confessed himself an Apple fan.

Paul Abrahams

Swedes hear a powerful case for windmills at sea

By Thomas Land

THE Swedish Government is considering a report which recommends the building of up to 300 windmills at sea.

Carried out by the Swedish consultancy group VBB, the feasibility study concludes that a wind farm, covering just under the cost of production by the end of the century about the same amount of electricity per year as a medium-sized nuclear power station. Built off the country's southern coastline, the report says that the power plant would have no adverse effects on the environment.

Wind-farms are expected to gain a price edge in electricity generation over coal and nuclear power stations in the coming decade. This is because the cost of wind-generated electricity is continuing to decline, through technical advances and economies of scale.

The project, one of the most advanced in the world, involves anchoring the windmills to the seabed. Production costs are estimated to be comparable with those of power plant using other energy sources.

The feasibility study was commissioned by the local authority of Blekinge County, on the Baltic coast near the proposed marine construction site. It concludes that both wind and seabed conditions at the site, which is about 20km offshore, are suitable for power generation.

Because the average wind speed is substantially higher

and more even at sea than on the land, the wind-powered generators could function nearly a third more efficiently than comparable land-based units, says the report.

The windmills would be far enough from the shore to keep noise and television interference to a minimum and they would hardly be visible from the mainland.

Among the advantages of the project listed in the report are the social and economic acceptability of the scheme. It would provide up to 3,000 man/years of local employment.

Sweden is a world leader in the search for safe and environmentally acceptable energy sources. The quest is fuelled by the national energy programme which calls for the complete phasing out of nuclear power by the year 2010.

This necessitates a major building programme, costing more than \$7bn, which is expected to result in substantial electricity price increases. But in the aftermath of the Chernobyl disaster in the Soviet Union, opinion polls conclude that many Swedes consider the price acceptable.

Sweden is already involved in marine construction in order to bury in the seabed the nuclear wastes generated by its existing reactors. The Government recently introduced provisions for dealing with nuclear accidents and published legislation to outlaw the building of new reactors.

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MANAGEMENT

Taking stock of the moral, ethical and behavioural sciences

INSIDE EDGE

Michael Skapinker talks to Frank Heller about the influence of Britain's Tavistock Institute in worker democracy



In 1987 the prime minister opened a conference on the application of the social sciences to the world of work. In her speech she paid fulsome tributes to the social scientists who had pioneered the introduction of democracy into the workplace. She also announced an enormous social science research programme aimed at finding ways of encouraging even more democracy at work.

For those rubbing their eyes in disbelief, the prime minister in question was not Margaret Thatcher. It was Gro Harlem Brundtland, the prime minister of Norway. The conference she was addressing, in Oslo, was held in honour of the eminent behavioural scientist Einar Thorarud, who had died two years previously.

That Mrs Thatcher is unlikely to talk about the social sciences in such affectionate terms is not without its ironies, says Frank Heller of the London-based Tavistock Institute of Human Relations.

Thorarud and his Oslo Work Research Institute were strongly influenced by British ideas. Many of their theories on greater employee participation were originally based on work done at the Tavistock, as Brundtland acknowledged in her speech. Scandinavian companies such as Volvo were quick to see the advantages of greater employee involvement. British companies, for the most part, were not.

"One tends to get more credit abroad than at home," Heller says. The low regard in which the current British gov-

ernment holds the social sciences makes people like Heller feel even more beleaguered.

Heller admits that the Tavistock is partly to blame for its low profile in the UK. It does not have a public relations or press officer. As a non-hierarchical organisation, it does not even have a director. Heller is happy to talk about his own work, but is anxious that he should not be seen to be speaking on behalf of his colleagues.

The institute, which was set up in 1946, aims to combine research in the social and psychological sciences with consultancy and training. Among its recent projects are an examination of the reasons for violent attacks on staff at unemployment benefit offices, helping a company in Northern Ireland implement new guidelines aimed at combating religious discrimination, and providing advice on organisational change to the Federal Electricity Commission in Mexico.

All the institute's funding comes from the companies, organisations, research foundations and government departments for which it does research, consulting or training work.

The institute shares its premises in Belsize Park, North London, with the Tavistock Clinic, a psychoanalysis centre which is part of the National Health Service. Although there is some personal contact between the clinic and the institute, there is no formal link between them. Only a small number of the institute's 36 members have a psychoanalytic background.

Heller, who is 68 - "one of the best things about the Tavistock is that you don't have to retire" - began his working life as an engineer in the motor industry. He followed that up with degrees in economics and psychology.

He taught management studies at the Polytechnic of Central London until 1961, when he was recruited by the International Labour Organisation to advise the Argentinian government on management education.

His initial appointment was for one year, but he ended up staying in South America for six, working in both Argentina and Chile. He then taught for two years at the University of California at Berkeley, before returning to the UK in 1969.

He considered several university jobs, but they struck him as too restrictive. He settled for the Tavistock instead. "The beauty of the Tavistock is that if someone gives me money for a project today I can be working on it by the afternoon." He has the advantage, too, of being able to use an airy Hampstead flat as his office rather than being based in the grimy functional Tavistock building.

Current projects include one on the National Health Service and another on attempts to encourage energy conservation in schools. Among Heller's previous projects was an eight year study, concluded in 1983, of attempts to set up a system of employee participation at British Leyland.

Only in the past few years have devices to encourage

employee participation, such as quality circles, taken root in Britain. And yet, Heller says, managers in the UK have known about them for over 30 years.

He reaches for a book on his shelf which contains a description of the setting up of quality circles in a British hosiery company. The book was published in 1952. "What has Britain lost over these 30 years from not having picked up on these things?" he asks.

He concedes that British managers are more aware of the importance of employee participation today. He argues, however, that many companies attempt to introduce employee participation systems by buying pre-prepared packages from management consultants.

"People don't go to consultants to be told 'I don't know the answer to your problem. That will cost you £10,000.' But that would be better than spending £60,000 on a solution that doesn't work. I don't blame the consultants for that. I blame the purchasers who buy the wrong packages."

The packages are sold with the aid of colourful brochures, but who in the company evaluates them? They wouldn't buy machines that way. They don't employ people internally who could advise them, or, if they do, they don't pay attention to them. With one or two exceptions, British companies don't use universities to advise them the way they do in the States.

"Three Studies in Management" by Jerome F. Scott and K.F. Lynton, Routledge and Kegan Paul, 1952.

Corporate reorganisation

A quest for devolution

British Rail believes that it is succeeding with its drive to replace a hierarchical structure with a matrix system of control. Jimmy Burns reports

Trevor Toolan, managing director personnel at British Rail believes he is helping create something akin to a revolution.

"When we first started talking about it... the view was that we couldn't do it. Actually what's happened is that we've taken it with a vengeance," he says.

The "it" in question is arguably BR's most ambitious corporate reorganisation since the nationalisation of the railways in 1948. The aim today, however, is rather different from what it was then: the transformation of a once top-heavy, loss-making public corporation into a profitable market-led business capable of standing on its own two feet without the support of government.

One of the main planks of the reorganisation has been the speeding up of a management restructuring. This began in the late 1970s with the abolition of the second tier "divisional management and its replacement by a tightly-knit chain of command involving regional and area managers.

The restructuring continued to develop in the early 1980s with the creation of five business sectors: intercity, network south-east and provincial passenger services, freight and parcels.

Now it involves further devolution of responsibility to area and subsector including "self-accounting units" each with clear performance targets and a large measure of autonomy in marketing policy and staff organisation.

BR claims that the success of this move away from managing a traditional hierarchical organisation to managing a matrix was instrumental in helping the board last year record its best results in its 25 year corporate history.

Toolan admits that the success of the reorganisation has not yet proved uniform. The administrative overheads incurred by various departments at BR's headquarters along the Euston Road, in London, is one area which has "so far escaped" the revolution.

By contrast, BR's restructured legal department and new streamlined subsectors in manufacturing and maintenance,

together with the new Anglia Region - formerly part of Eastern Region and set up with no net increase in administrative staff - are held up as examples of success.

"We had become increasingly conscious of the extent to which managers within BR seemed relatively powerless to take simple decisions affecting resources. We have tried to change that so as to give individual managers a greater sense of responsibility and this has had an impact on the efficiency of particular units," says Toolan.

Also key to BR's reorganisation has been the introduction of more flexible forms of pay which it expects to follow up with further far-reaching changes to the collective bargaining arrangements covering its 130,000 staff.

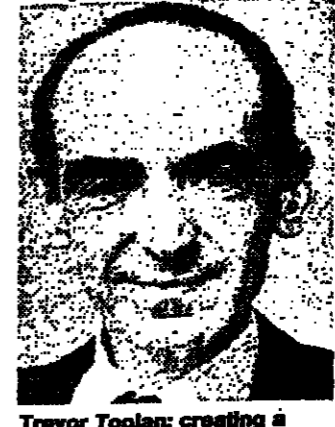
Merit money has, since 1981, been paid to all managerial grades as a supplement to negotiated pay increases linked to the cost-of-living index. But from July, middle managers within the organisation will receive no pay increases other than those based on merit, and Toolan hints that the system is likely to spread among lower grades in the medium term.

The widening scope of performance pay is viewed with great suspicion by the unions. Although its own members voted to accept individual contracts based on performance pay, the white collar rail union, the Transport Salaried Staffs' Association, sees the new system as potentially divisive and counter-productive.

Toolan, however, denies that BR's intention is to ensure that middle managers and other members of staff have no future role in negotiating either the criteria for the awards or the level of increments.

Each middle manager will have the opportunity to discuss both his job and performance at a meeting with his superior every six months and before his annual assessment to which pay is tied. If he disagrees with his assessment he can appeal to an "over-man."

"What we want to create is a race in which there are only winners, not winners and losers.



Trevor Toolan: creating a revolution

That's why we think it is important that the assessment should be a two-way process," says Toolan.

The extent to which innovative forms of pay can spread wider through BR's organisation in the coming year is likely to depend on the outcome of senior management's efforts to simplify the existing bargaining machinery which dates back to the 1950s.

Here the aim is that bargaining procedures, now organised around rail "regions" should be reformed to reflect more closely the five business sectors of the industry.

In this, as in much of the management philosophy guiding BR's present plans, there appears to be a reflection of Toolan's own track record in the motor industry in the late 1970s and his more recent experience at Land Rover UK where he played a leading role in the company's rationalisation.

"Those were two decades of quite varied experience during which I was to witness much of the heat of breaking the unions within BR. I find it impossible to imagine that in Great Britain we would ever see the end of trade unions... I think the rail unions have shown evidence that they can co-operate," he says.

And yet his apparent determination to push through change once consultation had failed to generate agreement could mean a less than peaceful revolution in the months ahead.

four-year pay and conditions deal as part of a radical restructuring of relations with staff and unions at one of its plants.

One of the ideas introduced by the company is single status conditions of employment for all staff below managerial grade with the aim of developing a multi-skilled workforce and eradicating overtime.

Another company which Toolan would like BR to emulate is Rank Xerox. "The company faced tremendous competition from the Japanese but has succeeded in clawing back its market share thanks to improving customer service."

He also mentions Aer Lingus as a public company which has demonstrated an ability to compete and produce successful results.

Publicity surrounding recent rail disasters in the UK prompts Toolan to add a rider to his generally bubbly assessment. "The extent to which we devolve responsibility and allow each manager to pursue his objectives will always have to be subjugated to a concern throughout the railways with safety and that is the responsibility of the board."

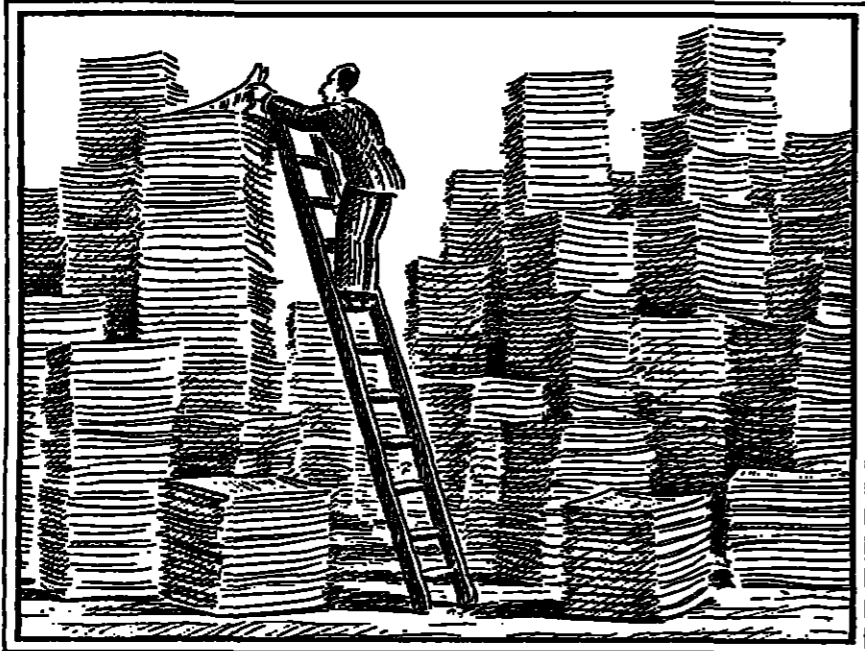
Such a view is challenged by the unions - as is much of the ethos behind BR's new style "business management." They argue that safety and effective communication with the shop floor has been sacrificed. They also argue that customer service has suffered as a result of a 5 per cent reduction last year in the number of staff and a relentless push for profits.

The unions remain deeply suspicious of other aspects of BR's reorganisation, each step of which appears to undermine their influence on the pay and conditions of staff.

Toolan denies that he is hell-bent on breaking the unions within BR. "I find it impossible to imagine that in Great Britain we would ever see the end of trade unions... I think the rail unions have shown evidence that they can co-operate," he says.

And yet his apparent determination to push through change once consultation had failed to generate agreement could mean a less than peaceful revolution in the months ahead.

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FT LAW REPORTS

Determination of issue is a 'trial'

TATE AND LYLE INDUSTRIES LTD v DAVY MCKEE (LONDON) LTD
Queen's Bench Division (Commercial Court) Mr Justice Hirst: December 21 1988

THE COMMERCIAL Court's practice of transferring applications for leave to appeal from a building arbitrator to the Official Referee's Court is within its powers if determination of the issue by an official referee is desirable on grounds of expedition, economy, convenience or otherwise.

Mr Justice Hirst so held when refusing an application by Tate and Lyle Industries Ltd, for a new hearing of its application for leave to appeal from an arbitration award made in favour of Davy McKee (London) Ltd.

Order 36 rule 1 of the Rules of the Supreme Court provides: "(2) ... official referee's business includes ... any cause in matter commenced in the Chancery Division or Queen's Bench Division ... (h) for which trial by an official referee is desirable in the interests of one or more of the parties on grounds of expedition, economy or convenience or otherwise."

HIS LORDSHIP said that on November 18 1987 an interim award was made in an arbitration between Tate and Lyle as claimant and Davy McKee as respondent, concerning construction or reconstruction of plant in the sugar-refining

industry. The amount at stake exceeded £2m. Tate and Lyle issued a summons for leave to appeal in the Commercial Court. On February 5 1988 the court made an order transferring the summons to the Official Referee's Court. Judge Hawser heard the application and refused leave to appeal.

Tate and Lyle now alleged that the order for transfer was *ultra vires*, and that Judge Hawser's decision was a nullity. It asked the court to re-list the summons in the Commercial Court for hearing *de novo*.

RSC Order 73 rules 8 and 6 provided that an application for leave to appeal from an arbitrator's award should be made to a commercial judge "unless he otherwise directs."

The power of official referees were laid down by RSC Order 36 rules 1 and rule 4. By rule 1 their business included any cause or matter for which trial by an official referee was desirable. By rule 4(1) the official referee to whom the business was referred had the same powers as a judge.

RSC note number 36/1-9/10 described a trial before an official referee as "a trial in the High Court ... notwithstanding that the official referees are nominated circuit judges."

Mr Gardam for Tate and Lyle submitted that an official referee could only exercise High Court jurisdiction when

either (i) he was requested by the Lord Chancellor under section 9 of the Supreme Court Act 1981 to sit as a High Court judge (which did not apply in the present case); or (ii) when he was conducting official referee's business as defined by Order 36 rule 1.

He submitted that the procedure for grant or refusal of leave to appeal from an arbitrator on a point of law, in the exercise of the court's discretion, could not constitute a "trial" within Order 36 rule 1(b).

Mr Keating for Davy McKee submitted that Order 36 rule 1 should be accorded a broad construction in the light of the word "includes" and that "trial" extended to any determination which decided a point at issue.

He said the application therefore fell within sub-rule (b) on the ground that trial by an official referee was desirable in the interests of expedition, economy or convenience.

The first question was whether the proceeding was a "cause or matter" for which trial by an official referee was desirable for the reasons given.

The words were very wide and fully apt to cover an application for leave to appeal against the decision of an arbitrator.

In that context, therefore, "trial" did not bear the narrow connotation sought by Mr Gardam, but was synonymous with "determination."

Thus, even without recourse to "includes" the present application for leave to appeal was official referee's business, since trial or determination by an official referee was desirable in the interests described in the sub-rule.

That view was reinforced by the use of "includes" which showed that Order 36 rule 1 was not to be restrictively interpreted.

Once it was held that the cause or matter was properly to be treated as official referee's business, Mr Gardam did not dispute that, by virtue of order 36 rule 4(1), the official referee had the powers of a High Court judge.

It followed that the Commercial Court, pursuant to its power to direct that such an application be heard otherwise than by a commercial judge, had power in construction law or building cases like the present to direct that it be heard by an official referee.

The application for a new hearing was dismissed.

For Tate and Lyle: David Gardam QC and Nicholas Padfield (Simmons & Simmons). For Davy McKee: Donald Keating QC and Rupert Jackson (Attsons).

Correction: In Re Walter Jacob & Co Ltd (FT January 20), appearances for the Official Receiver were Roger Kaye (Booth & Blackwell).

Rachel Davies
Barrister

NORDIC BANKING

The Financial Times proposes to publish this survey on:

27th February 1989

For a full editorial synopsis and advertisement details, please contact:

Chris Schanmugan
on 01-246 8000 ext 3699

or write to him at:

Bracken House
10 Cannon Street
London
EC4P 4BY

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FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

TEESSIDE

The Financial Times proposes to publish a Survey on the above on

21st March 1989

For a full editorial synopsis and advertisement details, please contact:

Hugh G Westmacott

on 0532 454969

Fax: 0532 423516

or write to him at:

Permanent House, The Headrow
Leeds LS1 8DF.

FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

THE DAILY TELEGRAPH, WEDNESDAY, JANUARY 25, 1989 7

Whitehall to cut phone bills by using Mercury

By David Millward, Political Staff

THE GOVERNMENT is expected to cut its £230 million annual phone bill substantially by switching half the lines within the "Whitehall village" from British Telecom to Mercury, the rival telecommunications company which has won a series of contracts over the past five years by undercutting BT.

Mercury is already responsible for about half the Government's long distance lines.

There are 35,000 handsets in Whitehall, defined by the Government's telephone managers as its offices within a mile of Big Ben.

Apart from being cheaper, Mercury's bills include a detailed list of calls made, permitting further economies by discouraging personal phone calls.

But even without the switch to Mercury, the Government could save more if departments throughout the country logged their calls and checked their bills from British Telecom, Mr John Bourn, the Comptroller and Auditor General, said yesterday.

Mr Bourn, who acts as the Government's accountant and financial watchdog, told MPs that Whitehall's record in controlling costs was patchy. Some departments kept a much tighter rein than others on phone bills.

Pilot logging schemes, designed to discourage civil servants from using phones for personal calls, achieved dramatic savings, Mr Bourn noted.

Where logging had been installed, savings varied considerably.

DSS headquarters in London, for instance, cut its bill by £41,000 a year after logging equipment was introduced.

DSS headquarters in Fylde, Lancashire saved £70,000 a year.

The DSS in Newcastle saved £190,000 over two years and Customs and Excise in Southampton saved £74,000 a year.

Mr Bourn said that the seven departments he examined could save the taxpayer £3 million a year if they logged all their calls.

Not only were departments slow in taking action to cut back the number of personal calls made by staff, they were failing to take action to prevent overcharging by British Telecom.

Major advances in the control of the several tens of thousands of millions of pounds spent annually by departments on British Telecom call charges will only be possible when call logging is extended and British Telecom issue itemised bills, Mr Bourn said.

The change to Mercury, which is planned over the next two years, could be reviewed if British Telecom's charges become more competitive.

National Audit Office, Report By Comptroller and Auditor General, Management of Administrative Telecommunications HMSO 89-161.

*Peter,
What are we
doing about our
Phone Bills?
- Gordon.*

'trial'

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ARTS



THEATRE

London

Single Siles (Lyttelton). Marvellously entertaining new Alan Bennett plays about Guy Burgess and Anthony Blunt...

A Walk in the Woods (Comedy). Also Guinness and Edward Herrmann in feeble off-duty arms negotiation encounter by Les Blessing...

The Secret Rapports (Lyttelton). Brilliant new David Hare piece for the National Theatre...

The Shaughram (Olivier). Recommended Christmas treat, as Boudcault's melodrama is given the full scenic works...

Brigadoon (Victoria Palace). 1947 Lerner and Loewe "theater-scented" Scottish fairytale hit is handsomely revived...

Mrs Klein (Apollo). Intriguing cast among the child psychoanalysts in Nicholas Wright's hit transfer from the National...

Orpheus Descending (Haymarket). Triumphant debut for the Peter Hall Company with Vanessa Redgrave...

Henceforward (Vandeville). Ian McKellen and Jane Asher in bleakly funny and experimental Alan Ayckbourn comedy...

New York

Bumours (Broadhurst). Neil Simon's latest comedy is a self-conscious farce with numerous slamming doors and lots of mugging...

A Chorus Line (Sturtevant). The longest-running musical in the US has not only supported Joseph Papp's Public Theater...

M. Butterfly (Eugene O'Neill). The surprise Tony winner for 1988 is a somewhat pretentious and obvious meditation on the true story of the French diplomat...

Phantom of the Opera (Majestic). Stuffed with Maria Bjornson's gilded sets, Phantom rocks with Andrew Lloyd Webber's haunting melodies...

The Piano Lesson (Goodman). Brilliant new David Hare piece for the National Theatre...

Brigadoon (Victoria Palace). 1947 Lerner and Loewe "theater-scented" Scottish fairytale hit...

Mrs Klein (Apollo). Intriguing cast among the child psychoanalysts in Nicholas Wright's hit transfer...

Orpheus Descending (Haymarket). Triumphant debut for the Peter Hall Company with Vanessa Redgrave...

Henceforward (Vandeville). Ian McKellen and Jane Asher in bleakly funny and experimental Alan Ayckbourn comedy...

MUSIC

London

Inti Ilimani with Paco Peña and John Williams (guitar). Flamenco, classical solos and music from South America combining the talents of the great Chilean group...

John Ogdon (piano), Rachmaninov, Beethoven, Wigmore Hall (Sun afternoon) (938 2141). Music from the Flamines. Third and fourth concerts in series by the Brodsky Spring Quartet...

Ensemble Intercorrespondance conducted by Hans Zender, with Elizabeth Lawrence (mezzo-soprano), Alain Nuyens (piano), Schmal, Hidalgo, Zender, Regier. Théâtre Renaud-Barrault (Mon) (42 56 08 80).

Orchestra de Paris conducted by Daniel Barenboim; Orchestra de Paris choir conducted by Arthur Oldham. Berlin's The

Driving Miss Daisy (Brier Street). The touching relationship between a dowdy, played in this production by Dorothy Loudon, and her black chauffeur...

Steel Magnolias (Royal George). Ann Francis and Marcia Rodd play the leads in this view of southern life from under the drapes in a busy hairdressing establishment...

Profile August Wilson continues his exploration of the American black in history with a play, set in 1936, about a family's arguments set round an elaborately carved parlour piano...

Noh (National Noh Theatre). A double bill consisting of the famous noh play, Aoi no Ue (Lady Aoi), and a comic interlude (kyogen), Japan's most ecstatic art form is not to everyone's taste...

Opera Cosmique. Jean Baptiste Lully's Atys. The Grand Sécule in all its splendour, received the Grand Prix de la Critique in 1987...

Paris Opéra. Wagner's Die Meistersinger von Nürnberg conducted by Lothar Zagrosek. The Hamburg Staatsoper production begins at 6 pm and lasts for

Damnation of Faust. Salle Pleyel (Thur) (42 53 07 93). Orchestre National de France conducted by Rudolf Barshai...

Vienna. Austrian State Radio and Television Orchestra and the Arnold Schoenberg Choir conducted by Michael Gielen...

Wiener Kammerorchester conducted by Günther Pichler. Webern, Haydn, Schubert, Konradinus (Sun, Tues). Philharmonische Solisten Berlin...

Hot Jazz Meeting 88 with Terry Gibbs and The Woody Hermann approximately 5/4 (47 42 53 71). Chatelet. Ballet Antonio Gades to Manuel de Falla's music...

Royal Opera, Covent Garden. Further performances of Nuria Espert's production of Madame Butterfly, new earlier this season...

Grandes Halls de la Ville. Chopin et Liszt: modern dance with a bonding theme, to music by Wagner, Ravel and Verdi (45 05 10 10).

Staatoper. In repertory: Chovanchichina (premiere) conducted by Claudio Abbado...

Opera. John Cage's Opera Europeras 1&2 returns with Marianne Korholm, Michal Shamir, Margit Neuberger and others...

Stuttgart. Opera. Cav and Pag has a first-rate cast led by Eva Randova, Angela Maria Elias, Grace Hoffmann...

Bonn. Opera. Tannhäuser, produced by Jean-Claude Riber with a star cast led by Grace Sumbry...

Naples. Teatro San Carlo. Mauro Bolognini's production of La Bohème features Catherine Malfitano, Gwendolyn Bradley, Antonio Ordonez...

All Stars. Mr. Acker Bilk's Paramount Jazzband, Jazzbandall Orchestra, NDR Big Band with Etta Cameron and Munster's Old Merry Tale Jazzband...

Munich. Munich Philharmonic Orchestra conducted by Sergiu Celibidache. Bach, Shostakovich, Philharmonie im Gasteig (Thurs).

Berlin. Berlin Philharmonic Orchestra (piano), conducted by Semyon Bychkov. Schmittke, Mozart and Tchaikovsky. Berlin Philharmonie (Tues, Wed).

Rome. Heinz Holliger conducting the wind section of the Chamber Orchestra of Europe. Berg and Schoenberg with Oleg Maisenberg (piano) and Thomas Zehetmair (violin) (Fri).

Aleksandr Lazarev conducting Tchaikovsky's Suite No. 3 in G Major and Rachmaninov's Aleko, with Galina Kalina (soprano), Tamara Sinjavkaja (mezzo-soprano), Aleksandr Fedin (tenor) and Natalya Gutman (cello) (Sun, Mon, Tues). Auditorium

and Andreas Schmidt. Die Zauberkraft is well conducted by Heinrich Hollreiser. Fidelio features Spies Wenkoff, Barbara Vogel and Kurt Möll. Notre Dame de Paris, choreographed by Roland Petit, rounds off the week.

Cologne. Opera. Der Rosenkavalier returns in the wonderful Michael Hampe production with Felicity Lott, Gunter von Kannen, Teresa Ringholz and Westli Janulako.

Frankfurt. Opera. John Cage's Opera Europeras 1&2 returns with Marianne Korholm, Michal Shamir, Margit Neuberger and others...

Stuttgart. Opera. Cav and Pag has a first-rate cast led by Eva Randova, Angela Maria Elias, Grace Hoffmann...

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in Via della Conciliazione (854 1046). Massimo Quartet (violin), with Marianna Brissacchi (piano), Mozart, Schumann, Ravel and Paganini. Oratorio dal Gonfalone (Vicolo della Scimia 1/bc) (Thur) (837 5322).

Milan. Saji Ozawa conducts Beethoven, Béla Bartók. Teatro alla Scala (Mon) (80 91 26).

Florence. Grzegorz Novak conducts young Polish pianist Kristian Zimerman with three works by Beethoven: Leonora overture Nos. 1 and 3. Piano Concerto Nos. 1 and 3. Teatro Comunale (Fri, Sat and Sun) (277 9236).

Amsterdam. Hague Philharmonic conducted by Alain Lombard, with Dmitri Sitkovetsky (violin), Prokofiev, Stravinsky, Radio Symphony Orchestra conducted by Kenneth Montgomery...

Royal Concertgebouw Orchestra conducted by Claus Peter Flor, with Natalia Gutman (cello), Prokofiev, Schmittke. Concertge-

Teatro dell'Opera. Cimarosa's Gli Orazi e i Curiazii conducted by Alan Curtis, with Glenna Roland, Anna Caterina Antonacci, Patrizia Dordi and Franco Farina (Thur) (46.17.55).

Teatro Olimpico. Highlight of the British month event, organised by the British Council and the Accademia Filarmonica, and funded by ICI, is Benjamin Britten's only comic opera Albert Herring. It is performed by the Glyndebourne Touring Company...

Milan. Teatro alla Scala. Luca Ronconi's production of Weber's romantic opera Oberon, a mixture of Shakespeare, Ariosto and the Arabian Nights, with sets by Margherita Palli...

Naples. Teatro San Carlo. Mauro Bolognini's production of La Bohème features Catherine Malfitano, Gwendolyn Bradley, Antonio Ordonez...

State Chamber Orchestra of the Soviet Union conducted by Victor Tret'yakov. Vivaldi, Rossini, Shostakovich, Haydn, Dvořák (Mon).

New York. New York Philharmonic conducted by Hugh Wolff, with Peter Serkin (piano), Bernstein, Ravel, Berlioz. Avery Fisher Hall, Lincoln Center (Wed, Thur) (799 9595).

Andrew Rangell piano recital. Beethoven programme. Kaufmann Hall (Wed) (437 8000). Juilliard Concerts. The 6th Revisited features works performed by Juilliard students illustrating the theme A Decade of Performances as demonstrated by composers Stefan Wolpe, Henry Cowell, Milton Babbitt, John Cage, George Crumb, Lou Harrison, Miriam Gideon, Charles Wuorinen, Robert Erickson, György Ligeti, David Diamond and Leon Kirchner. Free admission and donation. Juilliard Theatre, Lincoln Center (Wed, Thur) (799 5000).

Yokohama Nippon Symphony Orchestra conducted by Mikko Eräly. Rachmaninov, Tchaikovsky, Suntory Hall (Tues) (270 6311).

Shimada Nihon Symphony Orchestra conducted by Kazuo Yamada. Kreisler, Chopin, Wagner, Dvořák. Suntory Hall (Wed) (308 1010).

Amsterdam Bach Solists. Bach, Tokyo Cathedral (Wed); Kan'ei Hoken Hall, Gotanda (Thurs) (795 4469).

Theatre, Lincoln Center. The 40th anniversary season continues with 25 works by George Balanchine, nine by Jerome Robbins and five by Peter Martins. In addition, works by Lenora Dean, Elliot Feld, William Forsythe, Lar Lubovitch, commissioned for this season, will be interspersed in the season, which ends Feb 26 (499 0600).

Washington Opera. Eisenhower Theatre, Kennedy Center. Paul Lustig Dunkel conducts Albert Tansman's production of The Postman Always Rings Twice. Stephen Paulus's 1982 adaptation of James M. Cain's novel of passion and violence, Fanny Hill, is now in production, directed by Leon Major and conducted by Joseph Rescigno (254 3776).

Pennsylvania/Wilkes-Barre Ballet. A week-long visit features mixed programmes from this highly regarded regional company, Kennedy Center Opera House. Ends Feb 5 (254 3770).

Lyric Opera, Civic Opera House. The company's last week of the season features John Copley's production of Tanncred with Marjya Horne in the title role, Chris Merritt as Argirio and Jan Galla as Orsola, conducted by Bruno Bartoletti (332 2244).

Chicago Symphony Orchestra conducted by Sir Georg Solti, with Jay Friedman (trombone), Zwilich, Shostakovich. Orchestra Hall (Tue) (435 8666).

Chicago. Chicago Symphony Orchestra conducted by Sir Georg Solti, with Jay Friedman (trombone), Zwilich, Shostakovich. Orchestra Hall (Tue) (435 8666).

Carol Webber soprano recital with Philip Highall (piano), Copland, Prokofiev, Fauré, Grandos, Kaufmann Hall (Thur) (427 5000).

Philadelphia Orchestra conducted by Riccardo Muti, with Bruno Canino and Anthony Esposito (piano duo), Mozart, Bartók, Stravinsky, Ravel, Kennedy Center Concert Hall (Mon) (254 3776).

Chicago. Chicago Symphony Orchestra conducted by Sir Georg Solti, with Jay Friedman (trombone), Zwilich, Shostakovich. Orchestra Hall (Tue) (435 8666).

Yokohama Nippon Symphony Orchestra conducted by Mikko Eräly. Rachmaninov, Tchaikovsky, Suntory Hall (Tues) (270 6311).

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ARTS

Speed-the-Plow

LYTTLETON THEATRE



Two studies of an eagle's head by Ferrino del Vaga

Chatsworth's hidden drawings

Susan Moore at the Fitzwilliam Museum, Cambridge

After two substantial exhibitions, and two depleting sales, it might have seemed that there were no great Old Master drawings at Chatsworth that remained unnoticed...

The 124 drawings were chosen by the Fitzwilliam's director, Professor Michael Jeffe (who is currently preparing a full catalogue of the collection). His focus here is the 16th and 17th centuries, and those areas of Italian, Flemish, Dutch, German and French draughtsmanship left largely unexplored by the two previous curators...

This is the David Mamet play seen on Broadway last year with Madonna as the temper secretary caught in the crossfire between two youngish executive Hollywood Turks. Some reports suggested she held up the play, others she was just Madonna out of her depth...

production, and only when Alfred Molina is on stage as Charlie. I hope the NY sign up Molina for a long sentence on the South Bank. He is a wonderfully vital and appealing actor who sets about Mamet's cascading rhythms and stylistic switchbacks with a real physical vengeance and faultless technique...



Michael Coveney Colin Stinton and Alfred Molina

Rosemary Butcher

ICA GALLERY

Members of Rosemary Butcher's supporters club make much of her supposed individuality and "independence," words which hardly convey the fragmentary and tedious nature of her dances...

Romeo and Juliet

COVENT GARDEN

Two young newcomers as Romeo and Juliet on Wednesday night brought an inevitable and charming air of innocence and tenderness to the Veronese tragedy...

of darting, clear-pulsed movement; she was all ecstasy in the balcony duet; with like yet true to herself in the arms of Paris when she finally yielded to him. A distinguished debut, in sum: the role is already hers, and will develop...

Strauss and Mozart

FESTIVAL HALL

With the organ in full cry and an extra posse of a dozen trumpets, the Festival Prelude by Richard Strauss set the latest of London's musical series off to a raucous start...

Opera in San Francisco

Josephine Barstow gave the most memorable performance in a San Francisco Opera season whose successes were largely those of individual artists...

opera in bright (fluorescent) light and to supplant its nature. But, as the team seemed less certain what the opera is about than what it is not about, one of the richest operatic experiences available evaporated into high kitsch...

ARTS GUIDE

Continued from Page 14

EXHIBITIONS London The Royal Academy, Italian Art in the 20th century, after German and British, the first in the Academy's roughly biennial sequence of major national surveys...

Brussels Musée Belge. Les Placards de la Sédution. The art of persuasion in the 18th century. 7 Place des Palais. Ends Feb 19.

Antwerp Kuninklijk Museum Voor Schone Kunsten. Leopold de Waelplijn. Golden Light: Art of the Icon. Describes the damaged and inflected by prolonged exposure to light...

Berlin Brucke Museum. Emil Nolde (1867-1956). The exhibition concentrates on Nolde's most creative period in Berlin in 1910-1911...

Rome Villa Farnesina. Via delle Lupare 230. Over 100 fierce lithographs by the French artist Honoré Daubigny, most of which originated in his paper Chari-vart...

New York Metropolitan Museum of Art. More than 100 works by southern American artist Georgia O'Keefe, covering the range of her career...

Washington National Gallery of Art. Cézanne: The Early Years. Already seen at London's Royal Academy of Art and the Musée d'Orsay in Paris...

January 20-26 Tokyo National Museum. Treasures from the Ninnai Temple in Kyoto. This Zen temple was founded in 898, but most of its present buildings date from the 16th century...

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Friday January 27 1989

Lawson versus Delors

THE FUTURE shape of the European Community has become the subject of a vigorous debate between Mr Jacques Delors on the one hand, and Mrs Margaret Thatcher and Mr Nigel Lawson on the other. In his outspoken attack on the idea of an economic and monetary union (EMU) as "essentially a daunting diversion", Mr Lawson was responding to Mr Delors' recent assertion that treaty amendments would be required for this purpose. Mr Lawson warned bluntly that "neither the British Government nor the British Parliament are prepared to accept the further Treaty amendments which the President of the Commission evidently envisages."

Behind the fury of the debate, a philosophical contest between two differing conceptions of the European Community can be discerned. For the present British Government "the single market is a decisive step towards a more liberal Europe." For Mr Lawson, by contrast, the single market programme is just one element in the construction of a new European political entity.

In the face of such divergences of aim, it is vital to make practical progress where agreement exists. Mr Lawson is right, therefore, when asserting that calls for immediate advances in debatable areas outside the single market programme itself will get in the way and may represent damaging diversionary tactics.

Protectionism

Mr Lawson is justified, too, when he stresses the dangers of protectionism. He also identifies an itch for unnecessary regulation at the Community level, which the British Government is right to prevent the Commission from scratching.

Mr Lawson's case would be more compelling, however, if the actions of the British Government had not so often been at variance with its protestations. It was not the Community that forced British acquiescence in the UK's voluntary restraint arrangement on imports of Japanese cars or that introduced the concept of reciprocity into the Financial Services Act of 1986. Nor was it in the teeth of British opposition that the Community

secured UK participation in the multi-fibre arrangement, the high levels of assistance given to UK farmers, or even the protectionist Community anti-dumping policy.

At the same time, Mr Lawson's views on the longer term aim of EMU must be challenged. While not a necessary condition for the single market, EMU is likely to be of some assistance in securing its full benefits. Furthermore, while EMU entails the loss of monetary sovereignty, the same is not true for fiscal sovereignty. All that would be lost here is the ability to finance fiscal deficits via the inflation tax.

Unconvincing

Mr Lawson asserts that "subject to the overriding need to bear down on inflation, we fully accept the advantages of reducing currency fluctuations." The first half of this is wholly unconvincing. Monetary policy under Mr Lawson has certainly not been ruled by an overriding need to bear down on inflation, at least by comparison with most of the full members of the European Monetary System.

The monetary sovereignty on which Mr Lawson insists is a license to depreciate the currency. Since 1982, when sterling went off the gold standard, the purchasing power of the pound has fallen no less than 26 times and, even under the present Government, it has halved. Why does the Government wish to preserve its right to go on drinking from this poisoned chalice?

Nevertheless, the priority is completion of the internal market on liberal principles and, in the field of monetary policy, further development of the European Monetary System. While Mr Lawson's remarks on monetary union may placate the Prime Minister, they cannot obscure the alternative of UK policy on the EMS, since full membership would be precisely the sort of practical step that should recommend itself to the UK. For how long can even a man as self-assured as Mr Lawson hope that audiences will listen with straight faces to repeated statements that "we will join the exchange rate mechanism when we believe that the time is right"?

London's rail future

IN PUBLISHING the Central London Rail Study, Mr Paul Channon, the Transport Secretary, has taken the first, and probably decisive, step towards solving London's chronic congestion problems. The report makes a cogent case for spending £3.5bn on new infrastructure over the next 15 years. The consequences of a 20 per cent rise in British Rail trips during the morning rush hour, a 13 per cent increase in Underground journeys, and chronic overcrowding in a further 10-15 Underground stations.

First step

Action is clearly necessary. The first step is a £1.5bn programme of improvements to the existing network, involving more trains, extensions to stations and the restructuring of services (for example the splitting of the Underground's Northern Line into two separate routes). Considerable expenditure on signalling equipment is required; the systems installed in the 1970s are unable to cope with train frequencies which were routine in the 1940s.

But such upgrading would hardly dent congestion during peak hours: there is thus a powerful case for new lines or extensions of existing track. The report puts forward two options. The first, called Full Cross, consists of BR gauge tunnels running north-south and east-west. The second involves the same east-west rail link plus a new north-south tube line. Capital costs

in both cases would be around £2bn. Either package, it is argued, would eliminate around 95 per cent of the congestion not dealt with by the upgrading programme.

The Full Cross scheme looks marginally more attractive since it is cheaper and offers a higher ratio of benefits to costs. But either would be a welcome improvement. The chances that the capital spending involved would prove unnecessary look minimal. This study, like so many previous Transport Department reports, bases its calculations on its lower projection of employment growth: an M25 outcome is thus entirely possible with investment falling to keep pace with rising traffic. Indeed, the study concedes that its estimates of benefits from investment may be "cautious rather than optimistic."

How to pay

The knotty issue is how to pay for all this desirable investment. Mr Channon, writing in the 18th century creators of the Underground, does not want to lose his shirt. He is prepared to make grants where there are sufficient non-user benefits (for example reductions in road congestion) and will try to extract cash from developers who stand to benefit from enhanced land values. But the bulk of the costs will have to be met by unspecified increases in fares. There is no question of asking taxpayers in the rest of the country to subsidise better transport in London. This is a hard-nosed conclusion, but probably justified given the regional distribution of wealth and employment.

The study has only one serious drawback: its narrow terms of reference. It does not make sense to analyse rail congestion in isolation. Ideally, Mr Channon should have commissioned a study of London's overall transport needs - in other words looked at cars and buses as well as trains. He should have analysed the costs and benefits of market-based solutions to congestion, such as road pricing. It is hard to believe, however, that such a wider study would not have reached similar conclusions on the need to invest heavily in rail infrastructure.

James Buchan and Peter Marsh examine the spectacular success of the world's biggest pharmaceuticals group

The winning mix in drug research

Dr William Campbell is a senior research biologist at Merck, the US company which is, by a wide margin, the world's biggest pharmaceutical group. In 1981, after six years of research and development, he brought to market a drug called Ivermectin which has revolutionised the treatment of cattle against parasites and provided more than \$1bn (\$564m) in sales.

Dr Campbell - an expatriate Irishman with a hint of burr in his voice - is among a team of 80 research scientists who work on animal health at Merck's main laboratories in Rahway, New Jersey, and who cost the company more than \$8m a year.

Despite Dr Campbell's cheerful admission that the team is "a very long way" from finding a successor to Ivermectin, he says he is given a free rein: "One of the wonderful things about Merck I've found is that nobody looks over my shoulder."

You don't have to be at Merck long to hear the word wonderful. The company's annual drug sales of more than \$3bn are some \$1bn more than those of its nearest rivals, Britain's Glaxo, Ciba-Geigy, Switzerland, and Hoechst of West Germany. Of the world's 50 top-selling drugs, Merck is responsible for six - twice as many as any other company.

Merck's success was highlighted three days ago when it reported net income for last year of \$1.2bn, a 33 per cent rise on 1987. The company is worth almost as much on the stock market as the Ford Motor Company and more respected (according to a Fortune magazine survey) than International Business Machines - both of which are much bigger companies.

Merck is given highest marks for managing its \$650m-a-year research effort tightly and tying it closely to the marketing of drugs.

Another key to Merck's approach is a close involvement by marketing staff in new research projects. "There are continuous meetings between scientists working on a new product and the people who will eventually sell it; this ensures that when the drug comes to the market it will meet a real need," says Mr John Lloyd Huck, who worked for Merck for 28 years, finally as company chairman, before retiring in 1986.

Business observers have particular praise for Dr Roy Vagelos, Merck's current chairman, who replaced Mr Huck, 58-year-old Dr Vagelos is a biochemist who has the rare distinction of being admitted both for his management and scientific skills. He also figures in an often repeated Merck legend: as a boy, he waited at table and washed dishes at his parents' diner on Irving Street in Rahway, half a dozen blocks from the Merck laboratories. His sister married a Merck chemist she met in the luncheonette and Roy, too, became fascinated with the scientists who came through.

Ambitious, serious and practical - like that other famous Greek-American, Michael Dukakis - Dr Vagelos worked his way through two universities, did a spell as an intern at Rahway and as a doctor in Boston. After a career as head of biological chemistry at Washington University in St Louis, he returned to Merck in 1975 to run Merck's research department, which was going through a dry spell.

At the time, most drug research consisted of random screening of natural substances, or "cranking out the assays," as the industry calls it. Under Dr Vagelos, Rahway gradually decreased the prominence of random screening in favour of a new approach - tailored drug design - just catching on in the industry. This was to identify key steps in the development of fibres and then design a drug to break the chain.

"My background was in medicine, biochemistry and enzymology," Dr Vagelos says. "We undertook to change that research entirely. I told the chief executive who hired me, Henry Gaisford, that it was a risk because I'd never worked in drug discovery. It was a fantastic risk for the company."

This underlines an essential element of Merck: its staying power. During the 1970s, when virtually nothing of interest was emerging from its research pipeline, the company kept on with its large-scale R&D activity. In the end this policy - and the tailored drug approach - paid off, most spectacularly in the shape of Mevacor, launched in 1987 with estimated sales last year of \$200m, making it the most successful new drug ever.

Other projects - Vasotec, the anti-biotic Primaxin, a new drug to tackle enlarged prostate glands in men and new compounds that could combat AIDS - have followed the same "tailor-made" pattern. "If you are lucky enough and your chemists are good enough, you can get so specific that you just turn off one enzyme and nothing else, and there are no side-effects, just exaggerated effects," says Dr Vagelos.

Dr Vagelos has brought his own style to Merck: informal, egalitarian and intensely businesslike. Several scientists say they were attracted to

Merck is given highest marks for managing its \$650m-a-year research effort tightly and tying it closely to the marketing of drugs

the build-up of cholesterol in arteries which can lead to heart attacks, and of Vasotec, a medicine for high blood pressure which is Merck's biggest selling product. Vasotec's sales of more than \$1bn a year are already matching those of a similar drug made by Sanofi, another US pharmaceutical company, which became available several years earlier.

"The company doesn't meddle with the day-to-day research work. But it is good at setting priorities and communicating to researchers what those are," says Dr Eugene Cortes, who was Merck's vice-president at Merck for eight years before leaving to become research director at Sterling Drug, another US drug group.

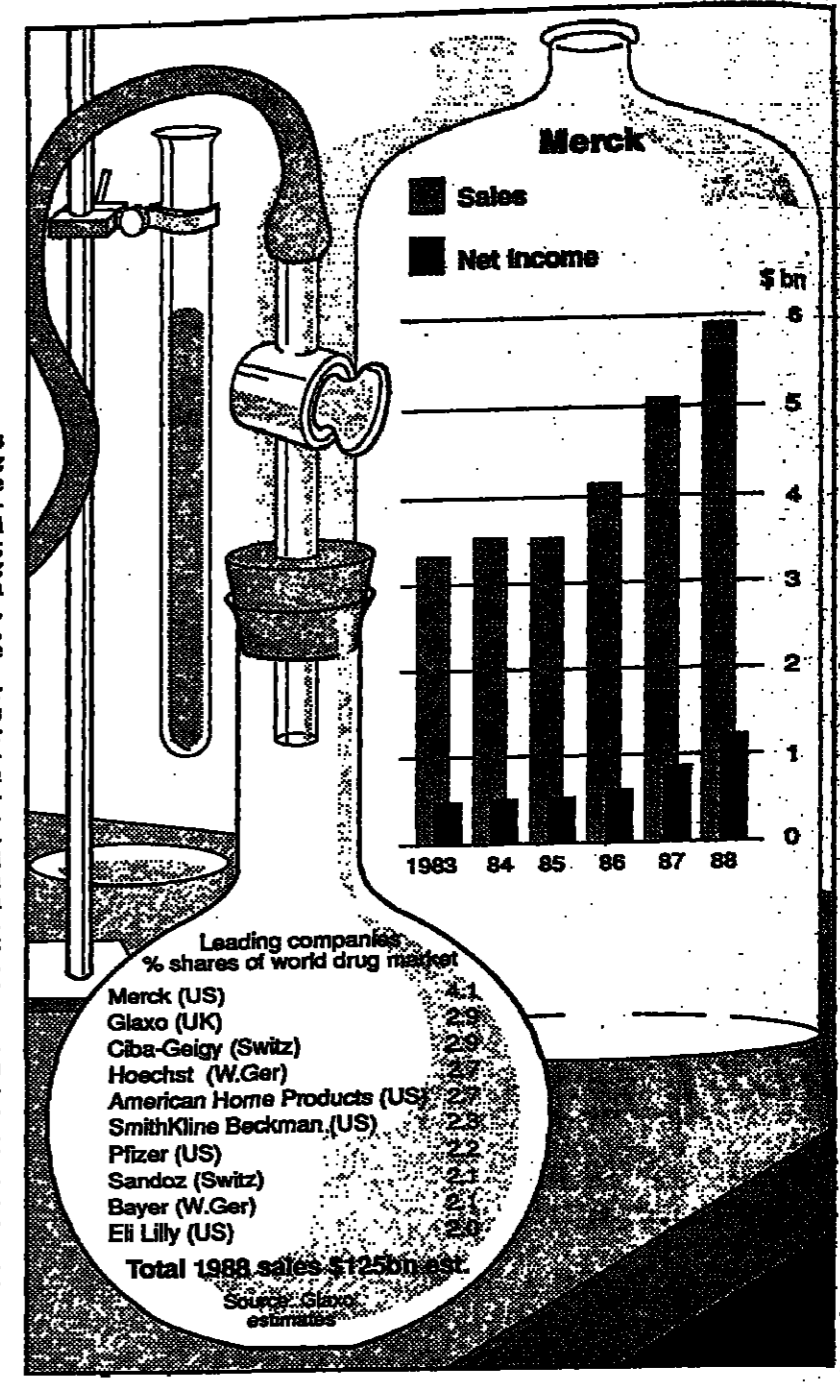
Merck can also be ruthless. It will quickly drop a project that shows no promise. "We're not in this business for charity," says Mr Stanley Fidelman, head of research planning. "Our whole industry is guilty of letting research projects go on too long."

however, won plaudits from other consumer groups for its decision to give away Ivermectin to 250,000 people in central Africa afflicted by river blindness, an often disastrous tropical disease caused by parasite attack.

For all its size, Merck still has only 4.5 per cent of the fragmented world pharmaceuticals market. "I feel to be No 1 and so little is ridiculous," says Dr Vagelos. "If we could double our market share, then we would have the revenue stream that will allow us to work in all the interesting fields at once. At the moment, we have to race to be ahead of the competition."

"My dream is to be like Bell Laboratories in its heyday. It was so large and could work on so many things, and things so way out that they would not pay off for years. I'm talking about the absolute strike, like the transistor. I'm talking about pure basic research."

As for the future, among Merck's rivals only Glaxo is credited with the organisation and the research clout to match the US company over the next few years. Other companies, not strong enough to manage the rising R&D costs and relentless competitive pressure, are expected to merge in a wave of consolidation which could severely thin the ranks of the 70-odd companies with sales of over \$100m. Whatever the shape of the world pharmaceutical industry in the 1990s, Merck will continue to have a very large part in it.



Peace comes to Oxford

Pace comes to Oxford. The Oxford Union has traditionally gone in for full-dress debates, for or against a motion. Recently it has developed an additional format under which a single speaker is invited to give his views. Last October it was Jimmy Carter, a former US President.

Carter addressed a joint meeting of the Union and the University Middle East Society, his Camp David agreement on the Middle East being the achievement for which he is most remembered. He suggested that if they wanted to hear a moderate and reasonable Palestinian voice they invite Bassam Abu-Sherif, an adviser to the PLO Chairman Yassir Arafat.

So they did, and on Wednesday night Abu-Sherif was there, addressing a capacity audience of 700-odd students and through them urging the Israelis to "lay down your arms, we have an appointment with peace."

It was not as electric as it might have been, because so much has changed in and around the Middle East since Carter spoke. For one thing, on his way to Oxford, Abu-Sherif dropped in for the second time, on William Waldegrave, the Junior Foreign Office minister, who in between had been to call on Arafat himself in Tunis.

For another, there was a conspicuous lack of hostile demonstrations. The Oxford University Jewish Society did telephone the organisers to protest, but their complaint was that they had not received an invitation to the meeting.

Lone Pandolfi

Ferhaps there are too many bureaucrats in Brussels, after all. Filippo Maria Pandolfi, the new Italian Commissioner who has responsibility for science and telecommunications, has been getting by on a staff of

Peace comes to Oxford

only two temporary advisers. All other Commissioners have a "cabinet" of about six and take pride in how well their personal advisers keep them briefed: not least on what the other cabinets are up to.

Pandolfi thought about appointing a team of scientific advisers - but may have been talked out of it. "His behaviour is extremely odd," said one diplomat, and he may be persuaded to appoint a conventional cabinet in the end.

The lack of one has done him no harm so far. Pandolfi put up a very quiet defence when Bruce Millan, the British Commissioner in charge of regional policy, sought to reduce the Italian share of regional funds.

Etiquette

There is a lot to be said for the convenience of business reply cards accompanying invitations to official events. Yet it is surely pushing it a bit to be expected to sign your name under the printed words "... is delighted to accept". There are some things we do out of duty. "So-and-so will attend" should be quite enough.

Dr Howells

After losing the by-election in Govan to the Scottish Nationalists last November, the Labour Party is plainly determined to put up heavyweights in future campaigns. The shortest for the by-election pending in Pontypridd included a deputy headmaster, an NHS scientist and Ivor Richard, a former European Commissioner, as well as Kim Howells, the eventual winner.

OBSERVER

Danish Volvo

The Danes are planning a major trade campaign, Denmark in Britain, to be launched by Queen Margrethe in London in April. They cannot be too pleased, however, about the results of their preliminary research.

Marek Djursaa, a lecturer at Copenhagen Business School, found that about 40 per cent of the middle and senior British management did not know that Denmark is a member of Nato and 20 per cent have not yet realised that Denmark has joined the European Community. The ignorance of the general British public is much wider.

The point of the campaign is to show that Denmark is now primarily an industrial country. In fact, exports of manufactures overtook agricultural exports around 1980. Yet about 75 per cent of British management still think of Denmark as "mainly agricultural".

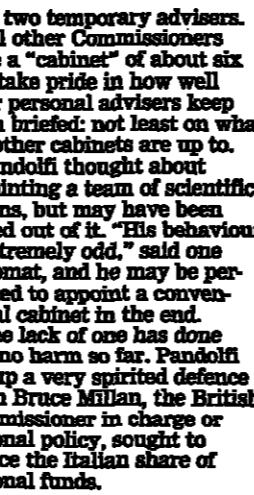
Djursaa points to one compensation: a British tendency to believe that Volvo is Danish.

Cafe closed

Who says Nato cannot take decisions? Yesterday it decided to drop the acronym for the talks on Conventional Armed Forces in Europe. Diplomats said that the term "cafe" was too frivolous and, because the talks are being held in Vienna, the Vienna Cafe was all too much.

Superiority

Are women really equal to men? Is the title of a discussion advertised at a Berkshire club. Someone has written underneath: "Women are equal to anything."



"Stop complaining - at least you didn't have to pay me."

Howells had a four-year spell in the Communist Party, but retorts: "So did Denis Healey." He uses his postgraduate doctorate freely: most people call him Dr Howells. A local boy, he lives and works in the constituency as research officer for the South Wales miners.

In the miners' strike of 1984-85 he straddled the fence. An enthusiastic supporter of miners' solidarity at the start, he turned into an opponent of Arthur Scargill's tactics before the end.

He is also up with the times. "I thought of wearing my leather jacket to the selection meeting," he said. "But my mother told me to wear a suit, so I wore a suit."

Ponty, as everyone in Wales calls the constituency, is not an archetypal valleys seat despite its Labour majority of over 17,000. It has a strong agricultural sector as well as a council with several Plaid Cymru (Welsh Nationalist)

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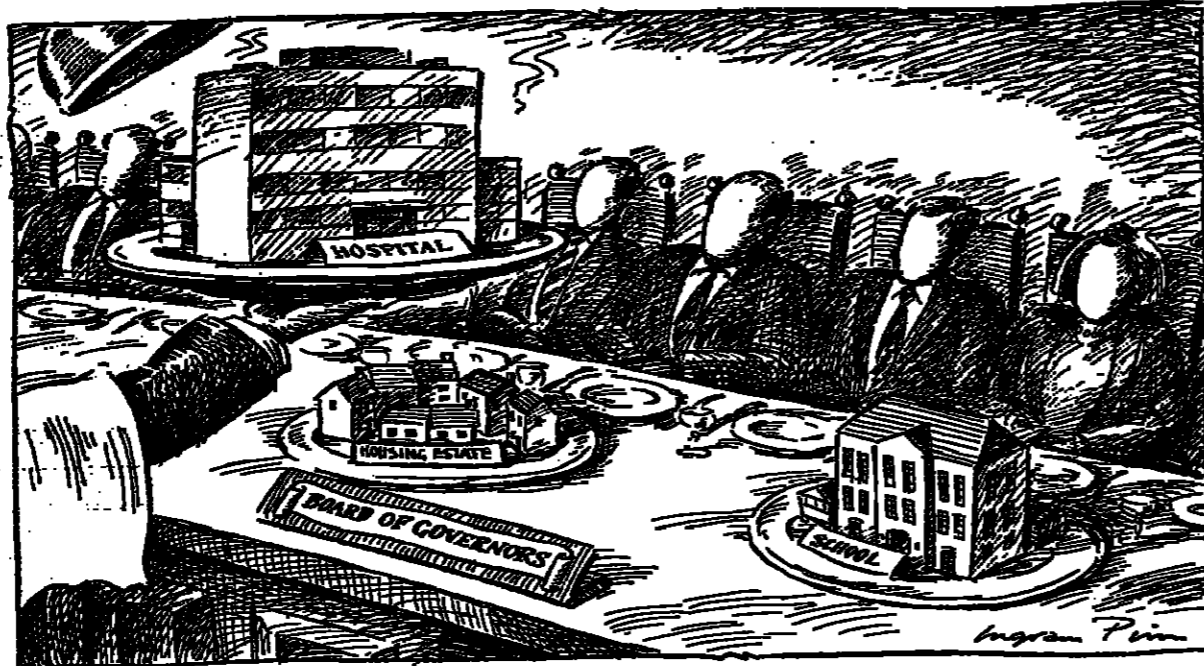
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POLITICS TODAY

Walk with care. There are bogs everywhere, and more to come. This warning applies to Britain and not, as you might think, Ireland.



Tories' bogland may prove treacherous

By Joe Rogaly

Seen from Downing Street, Mrs Thatcher's first decade in office divides into three unequal periods. The first is the period of the first inflation war, brought under some sort of control, the trade unions were put in their place and the broad lines of macroeconomic policy were set.

neural headmasters/housing managers/hospital directors take responsibility for their own budgets. Looked at this way, the Bog Strategy is indeed clever. An opted-out school head with commercial nous will use to the full his or her new-found freedom to charge for, say, special school journeys.

mistic of the Thatcherite thinkers behind this strategy is willing to forecast that it will tip the balance against the core Welfare State. It is charge for a private room, or a specially taken photograph of a new-born baby; it is quite another to present a bill for an operation or other basic medical services.

Mr Jackson, that would mean moving towards the financial structure of US state universities, which are heavily subsidised but which nevertheless charge fees. If Britain's universities do choose to impose tuition fees their income would (at least initially) be additional to the government grants they currently receive.

LOMBARD

The Emperor revisited

By Jurek Martin

THERE WERE good reasons to look forward to Edward Behr's "personal investigation" on television into the late Emperor Hirohito. First is the simple point that any exercise in the British mass media which does not focus on Japan as an economic miracle or a sociological oddity can only be welcome.

Most important, there is genuine uncertainty, to apply Watsugata terminology to the 1930s and 1940s, over what Hirohito knew and when he knew it, with the twist of whether he could have done anything about it. It is a legitimate area of inquiry, hitherto mostly confined to academics and conspiracy theorists, of whom the first, at least, acknowledge the incompleteness of their source material.

From this corner, the parallel disappointment was errors and omissions, particularly over the circumstances preceding Pearl Harbour, but also, and most critically, the absence of any attempt to explain how the Japanese Government actually worked before and during the last war and how the Emperor fitted into the scheme of things. Dr Large believes, rightly, that the Emperor reigned but did not rule. Having started from the reverse proposition, Mr Behr adduced evidence only to prove his point. Some acknowledgement of the fact that historians do disagree would at least have been more honest.

LETTERS

Trouble with takeover bids in 1992

From Mr Ian M. Tegner. Sir, I read with interest Allen Sykes's article on bid-proof companies (January 4). Part of his thesis appears to be that companies in Europe financed with debt and equity provided by banks are far less likely to be taken over than those in the UK, where such holdings are rare.

bid-proof. This is not because of any legal or nationalistic aversion to takeovers but simply as a structural consequence of long-standing custom and practice, resulting in relatively small equity markets. This contrasts with the UK where, with few exceptions, companies are vulnerable to takeover bids almost regardless of their size.

there is a real possibility that UK companies will be at a serious disadvantage in making the sort of nationalistic major takeover bids which may be needed to establish effective positions within the Single European Market. If we follow this logic to its natural conclusion, this could lead to a material reduction in the number of quoted major UK companies, thus creating a major policy dilemma for UK institutional investors.

A loyal relationship

From Mr John Groat. Sir, The editorial "Loyalties in banking" (January 18) raises a number of questions that it answers. What, for example, do you mean by "traditional banking relationships" and "transaction-based banking"?

A large company operating in many parts of the world needs a number of banks. This is true because not all banks have branches in all centres and because not all branches offer every service. Foreign companies naturally use the larger banks in each country. Inevitably, as those banks set up operations in major centres abroad they relate to existing clients with reluctance elsewhere in order to establish a local client base.

Investment incentives for manufacturing

From Mr A.J. Gooding. Sir, I share Roy Grantham's concern (Letters, January 18) about the need to encourage the manufacturing industry to invest. I also agree with him that investment (capital) allowances should be changed in order to provide industry with the incentive to do so.

an industrialist would now know beforehand what he was entitled to claim - and would not therefore be in a position to appraise the proposed investment properly. In short, Roy Grantham's proposals do not satisfy the two crucial tests which apply to these matters - simplicity and certainty. In my view a much more effective incentive would be to re-introduce 100 per cent first-year allowances (free depreciation) or substantially increase the present 25 per cent writing-down allowances, for plant and machinery, for a pre-determined limited period of say two years.

With 1992 and the Single Market fast approaching, there is no time to be lost in ensuring that UK industry becomes much more competitive. Increased investment is essential. The squeeze on profits because of high interest rates and a strong pound makes this difficult. Hence my suggestion of some relief through a substantial but temporary increase in capital allowance. A.J. Gooding, Gooding Group Ltd, 27 Park Place, Cardiff.

Calling for a comprehensive food policy

From Mr Dennis Landan. Sir, I read with interest, but also with some dismay, Bridget Bloom's article (January 25) on the state now raging around Mr John MacGregor and his Ministry of Agriculture, Fisheries and Food. In particular, I was concerned by the various proposals apparently being canvassed for the overhaul of ministerial responsibilities.

food chain, from agriculture to the factories and shops and, indeed, right through to the dietary and health concerns of the consumer. Instead, we have at present a series of unconnected, even conflicting, policies in agriculture, industry, education, science, health and the environment. The inter-departmental chaos over the salmonella issue is but the tip of a very large iceberg. A coherent policy - a "Farm to Family" policy as I describe it - initiated by government would provide a set of principles for tackling a whole range of issues from reform of the common agricultural policy to decisions on the level and direction of research spending. Interestingly, on the same day as Bridget Bloom's article appeared, the Government was criticised for its handling of food-related research. It is my contention that, with a properly co-ordinated food policy, the government could achieve

more effective research, possibly even at lower overall cost than at present. I do not suggest that the development of such a policy is a simple task. And I do understand Miss Bloom's final point about government reluctance to tinker with administrative structures. Hence I do not subscribe to most of the recipes (many of them half-baked) currently being put forward. But I do believe that there is a case for a wide-ranging inter-departmental review of all the issues which impinge on the nation's food and health and I urge government to treat the matter as one of its top priorities. This should result in a strengthened Ministry of Agriculture, Fisheries and Food, with a wider remit than at present - not in its dismemberment. Dennis Landan, Co-operative Wholesale Society, PO Box 53, New Century House, Manchester.

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WEAR ONLY WEAR

YOU CAN SEE WHY OUR PROFITS ARE UP. YOU JUST HAVE TO READ OUR STATEMENT.

For the full picture, read both. Read our annual statement of profits, and our perennial statement of principles.

First, the results for the twelve months to October 31st 1988, as announced by First National's Chairman, Richard Langdon.

"We are pleased to report very satisfactory progress making 1988 another record year.

"Profits before tax at £68.7 million are up by 29% compared with the previous year.

"The current results include a proportionately higher provision for taxation than last year due to a lesser effect of currently available tax losses against increased profits.

"Earnings per share at 35.2p are up by 14% compared with the previous year, after allowing for the increased effect of the tax charge this year.

"Having regard to the Company's consistent profit growth over a number of years and its substantial shareholders' funds, we consider that it would now be appropriate to allocate a higher proportion of available profits in dividends to shareholders, whilst maintaining

adequate cover. We are therefore recommending a final dividend net of tax credit of 8.0p per share making a total of 11.5p per share for the year.

"This is 31% higher than the total for last year.

"Earning assets at the year end

Our "First Principles" embody the answer. A précis of what analysts mean by the abstract phrase "strong management", they represent qualities which will increasingly be valued as less experienced competitors seek to enter the consumer credit market.

This is currently our largest business, and its health relies on the way in which our central principle "be rigorous in credit vetting" is put into practice.

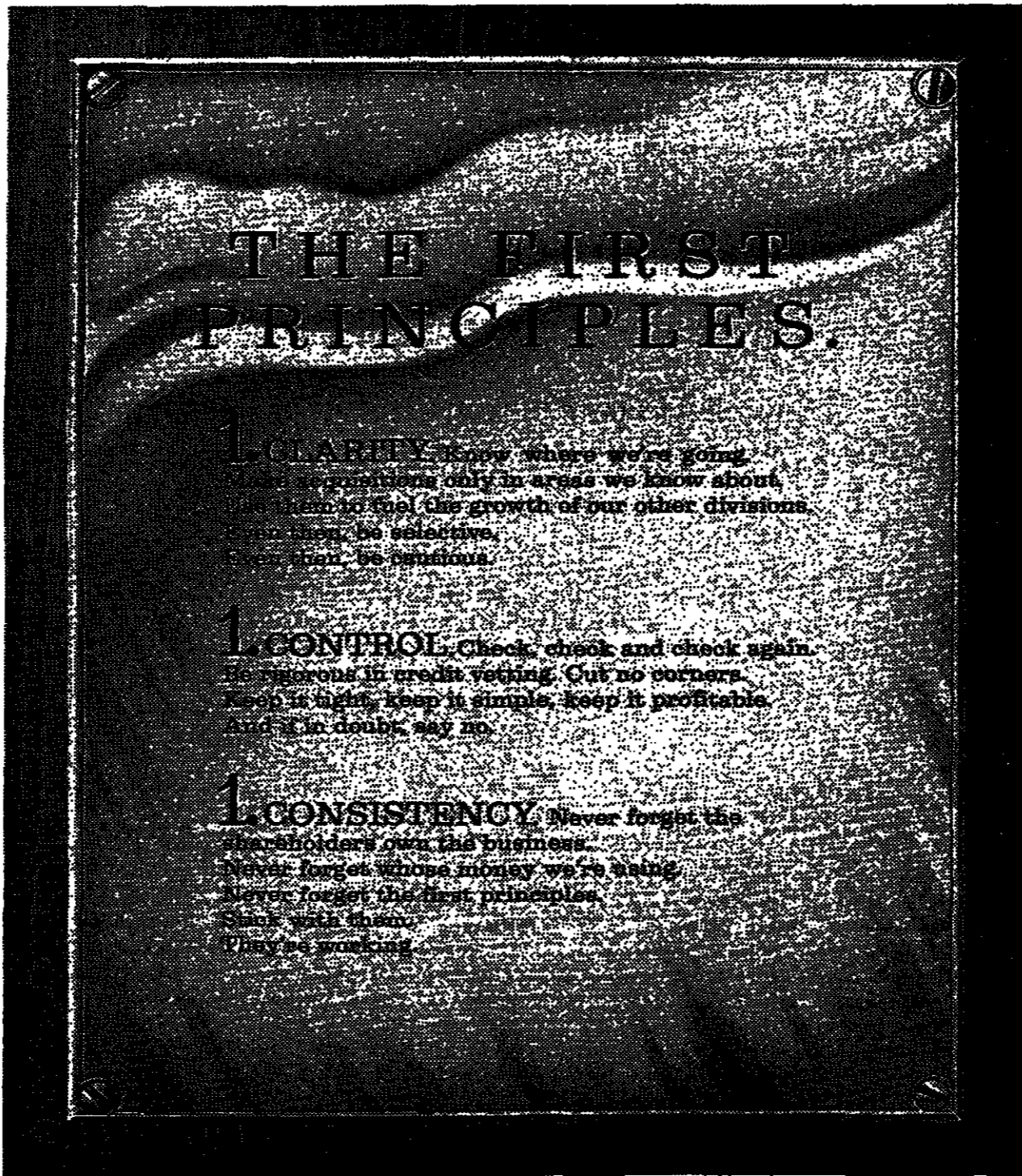
We have more than 300,000 borrowers, all of whom are home owners. In assessing the prospective customer's ability to repay the loan, we spend three times the industry average. As a result we have an enviably low bad debt record.

But not all our business is in consumer credit. Over a third of our profits come from commercial lending and property development.

In addition variable-rate lending protects First National from rises in interest rates.

It is our growing strength which has permitted us to increase the dividend, allowing our shareholders to enjoy more of the success they have helped to build.

That, too, seems a worthwhile principle.



total over £1,300 million compared with £1,000 million at the end of last year and we expect further prudent growth in 1989".

This 29% rise is the fifth large increase in a row. In a supposedly unpredictable world, what accounts for such predictability? Is it luck, or is it judgement?



INTERNATIONAL CAPITAL MARKETS

Treasuries gain despite strong goods orders data

By Janet Bush in New York and Katharine Campbell in London

US TREASURY bonds yesterday managed small gains despite the release of much stronger than anticipated US durable goods orders figures for December.

At mid-session, bond prices were quoted as much as 1/4 point lower at the long end of the yield curve but prices rallied during the afternoon to stand as much as 1/2 point higher at the short end.

Another modest negative for the market yesterday were weekly unemployment claims figures showing a rise in claims of 27,000 in the week to January 14.

BENCHMARK GOVERNMENT BONDS table with columns for Country, Coupon, Bid Price, Price Change, Yield, Week Ago, Month Ago.

BAT lifts sterling CP programme to £500m

By Katharine Campbell

BAT INDUSTRIES yesterday announced the extension of its sterling commercial paper programme to £500m from £200m.

The programme, which is issued in the name of BAT's UK financing subsidiary but carries an unconditional parent company guarantee, was launched in February 1987.

Also in sterling commercial paper, AMT Healthcare group have established a new £75m programme.

Becalmed after Atlantic crossing

Norma Cohen on New York's poor reception of French bonds

France's widely touted effort to broaden the market for its government bonds, by packaging them into American depositary receipts (ADRs) to allow them to be traded on the New York Stock Exchange, has had a poor reception.

According to data from the NYSE, the two separate issues of ADRs - the first ever introduced by a foreign government for its own bonds - have had only one or two trades apiece since the securities were launched with much fanfare in September 1988.

CEDEL, the international securities clearing house set up in Luxembourg in 1970 by a consortium of banks, claimed yesterday that it had significantly increased its market share last year.

Mr Warner also said the US brokerage houses enlisted to help sell the securities had not been promoting them as well as they should have.

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CEDEL's performance compares favourably with data compiled by the Association of International Bond Dealers (AIBD) which show that the volumes in the market as a whole stagnated through the same period.

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Cedel claims market share rise

By Andrew Freeman

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FT-ACTUARIES SHARE INDICES

These indices are the joint compilation of the Financial Times, the Institute of Actuaries and the Faculty of Actuaries

Table with columns for Equity Groups, Thursday January 26 1989, and various sub-sections like Building Materials, Contracting, etc.

RISES AND FALLS YESTERDAY

Table showing rises and falls in British Funds, Corporate Bonds, etc.

LONDON RECENT ISSUES

Table listing recent issues in equities with columns for Issue, Price, etc.

FIXED INTEREST STOCKS

Table listing fixed interest stocks with columns for Issue, Price, etc.

RIGHTS OFFERS

Table listing rights offers with columns for Issue, Price, etc.

TRADITIONAL OPTIONS

Table listing traditional options with columns for Issue, Price, etc.

LONDON TRADED OPTIONS

Large table listing London traded options with columns for Option, Calls, Puts, etc.

FIXED INTEREST

Table listing fixed interest rates for various maturities and instruments.

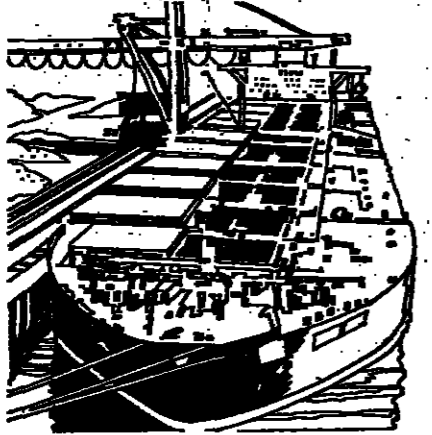
Actuarial Index 1988-89, 10 Jan 1985, 11 Jan 1985, 22 Nov 1987, 1 Jan 1988, 2 Dec 1988, 3 Jan 1989, 4 Dec 1988, 5 Dec 1988, 6 Dec 1988, 7 Dec 1988, 8 Dec 1988, 9 Dec 1988, 10 Dec 1988, 11 Dec 1988, 12 Dec 1988, 13 Dec 1988, 14 Dec 1988, 15 Dec 1988, 16 Dec 1988, 17 Dec 1988, 18 Dec 1988, 19 Dec 1988, 20 Dec 1988, 21 Dec 1988, 22 Dec 1988, 23 Dec 1988, 24 Dec 1988, 25 Dec 1988, 26 Dec 1988, 27 Dec 1988, 28 Dec 1988, 29 Dec 1988, 30 Dec 1988, 31 Dec 1988.

Lonrho has never been in better shape

R W Rowland, Chief Executive

Dear Shareholder,

Your Company has never been in better shape. There was a time when I used to write the entire Review of Operations myself, but this year, when nearly all shareholders will have seen analysts' reports on Lonrho, and when the Annual Report contains pages and pages of financial information, you won't want me to tell you that Sector X has increased its profits by Z. It suffices to say, at the risk of boring you, that we haven't got a loss-maker in the Group. No wonder Lonrho is attractive to opportunity seekers who calculate that by sending the healthy Group to the breaker's yard, they could expect to get far more than the share price, and far more than the cost of an Offer for the whole Company. From the shareholders' point of view — and I am a large shareholder myself — an outside analysis of Lonrho has approached the intrinsic value of the shares. Five or six pounds per share may seem inviting today, when the



"Rohr Ore" discharging 292,000 tonnes of Brazilian iron ore at Rotterdam — Krupp Lonrho.

highest market price per share was 42s pence in 1988. It does not reflect the earnings potential of the Company or its asset resources, as a quick flick through the Annual Report will show. The results are yet again good enough for a bonus issue and a higher dividend, which is being paid out on the share capital increased following the A.G.M. last year.

In this financial year, which ends in September 1989, I am far more optimistic than usual and I can tell you with confidence, after twenty-eight years with Lonrho during which I have not sold a single share, that the outlook is astonishingly good. It is the experienced management and the bubbling spirit of the Group that have made it possible to build up such a magnificent set of major assets across the world.

Hundreds of companies make up Lonrho. In recent years, there has been no need for rights issues, and the Board do not expect to call for capital, or to issue new shares for acquisitions. Cash and existing facilities in excess of a billion pounds are yours to Lonrho; should they be wished without recourse to shareholders. Let's stay together and see our shares continue their strong advance with the Company. I wish I had a few more.

Yours sincerely,
R W Rowland

The following text is taken from the Review of Operations for the year ended 30 September 1988.

MINING AND REFINING

Another very successful year has been achieved by the Group's mining division. Precious metal production increased to a record 785,000 ounces, which is anticipated to increase to one million ounces in the current year.

New shaft and concentrating plant under construction — Western Platinum.



Platinum group metals produced at the highly efficient and low cost Western Platinum mine totalled 274,000 ounces. The new one million tonne per annum plant has now been commissioned three months ahead of schedule. Shaft sinking and extensions to smelting and refining facilities are also well advanced. Long term arrangements have been concluded for the sale, at market prices, of the major portion of the increase in output.

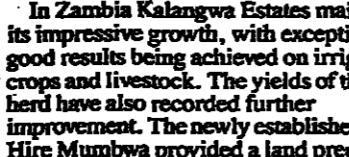
Andrew Saffy, the General Manager of Western Platinum since 1972, died suddenly in July. His contribution to achievements at the mine has been outstanding and will have a lasting effect on its operations.

A new mine, Eastern Platinum, is being established on extensive ore reserves and construction began recently of a one million tonne per annum concentrating plant. Group gold production improved to 511,000 ounces, as a result of the US\$160 million programme to increase the output of Ashanti by 50% over a five year period as well as the expansion of our mines in Zimbabwe.

Structural difficulties encountered at Erfdiel have resulted in a slower build up of production than planned, but the ultimate output of 400,000 ounces per annum remains unchanged. Our interest in this project is 36%. Exploration on the other joint venture with the Anglo American Group has indicated encouraging gold values. Our joint venture with the Government of Zambia for the mining and exclusive marketing of amethysts is progressing.

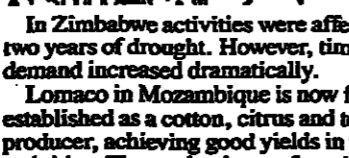
AGRICULTURE

Lonrho farms and ranches two million acres of land in Africa and the United States. It is the largest commercial food producer in Africa and owns 120,000 head of cattle, sales of which amounted to 25,000 head in the year. Production by the Group's seven sugar factories has once again increased and sales of approximately half a million tonnes were made. The improvement in the world market prices for sugar enabled the Group to achieve record profits. In Malawi tea sales were good, largely as a result of the recent modernisation of the factories. During the year additional hectares of tea and coffee were planted. Production of tea was reduced to 4.7 million kilos due to bad weather. In Kenya wattle extract sales have been more buoyant and large scale pig farming has started. In Zambia Kalangwa Estates maintained its impressive growth, with exceptionally good results being achieved on irrigated crops and livestock. The yields of the dairy herd have also recorded further improvement. The newly established Power Hire Mumbwa provided a land preparation service to local smallholders in the Mumbwa area which has secured 15,000 tonnes of seed cotton for processing at the Group's ginnery. Massey Ferguson combines harvested in East African Taming Extract Co.'s wheat fields — Kenya.



Massey Ferguson combines harvested in East African Taming Extract Co.'s wheat fields — Kenya.

In Zimbabwe activities were affected by two years of drought. However, timber demand increased dramatically. Lonrho in Mozambique is now firmly established as a cotton, citrus and tomato producer, achieving good yields in these activities. The total volume of produce increased by 120% this year, although depressed cotton prices restricted growth in profitability. The farming and ranching operations in the United States were hindered by the difficult trading conditions in the agricultural sector.

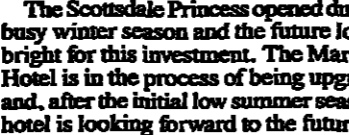


Friesian dairy cattle — part of Lonrho's 120,000 head of cattle world-wide.

The Princess Group was enlarged during the year by the opening of the 525 room Scottsdale Princess in Arizona and the acquisition of the 264 room Palm Springs Marquis in California. The American tourist market was depressed in 1988 which affected the results in Bermuda and Mexico, although the Bahamas showed continued strong growth based on the casino business. The Scottsdale Princess opened during the busy winter season and the future looks bright for this investment. The Marquis Hotel is in the process of being upgraded and, after the initial low summer season, the hotel is looking forward to the future. In the United Kingdom the Metropole Hotel Group has once again reported record profits. The programme of upgrading facilities has continued. Planning permission has been received for a new extension to the Birmingham Metropole and work has now commenced. The extension will consist of a major new conference room and 125 bedrooms. When completed it will be by far the largest conference hotel in the country, with three major conference rooms and over 800 bedrooms. Work has also commenced on the major new extension to the London Metropole. The Birmingham Metropole was voted conference hotel of the year in two of the main hotel industry awards in the United Kingdom. In Kenya the Group's hotel interests have been substantially expanded with additional accommodation being added to all hotels. On the Group's 108,000 acre ranch and game reserve, a health farm and a luxury tented camp have been opened.

HOTELS

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Jack Barclay's Rolls-Royce and Bentley distributor — London.

Trucks at MAN-VW Truck & Bus headquarters — Swindon. MAN-VW's performance has improved significantly. Dutton-Forsyth Motor Group in the United Kingdom achieved record profits in the year. The group's five Jaguar sites contributed a substantial profit to the Group's overall results. Watveare, in its first year of holding the Mercedes Benz tractor franchise, was awarded the silver trophy for being the best importer of the year. SEAT Concessionaires (UK) was reorganised during the year with a new management team and its head office being relocated in Crawley. Maternoseco in Belgium celebrated the 25th anniversary of its holding the Massey Ferguson franchise. In Kenya, Motor Mart successfully leads the market with Toyota, Mitsubishi Fuso and Massey Ferguson in prominent positions. Motor Mart has also now been awarded the Fiat Auto, Iveco and Agri franchises. Power Equipment in Zambia recently introduced a locally assembled tractor designed for the small scale farmer.

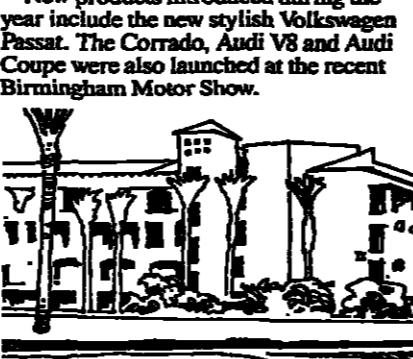


Trucks at MAN-VW Truck & Bus headquarters — Swindon.

The Merville Beach Hotel in Mauritius has had a very profitable year and expansion is planned soon. Lonrho is the largest distributor of motor vehicles in Africa with agencies for Mercedes Benz, Toyota, Peugeot, Audi Volkswagen, Mitsubishi, Fiat, Massey Ferguson, Rover Group, General Motors and several other manufacturers. The Observer's new premises in Battersea were officially opened by H.R.H. Princess Alexandra in March, marking a new era in the company's history. The Observer continued to operate profitably in a highly competitive market, setting a record for display advertising and introducing

MOTOR DISTRIBUTION

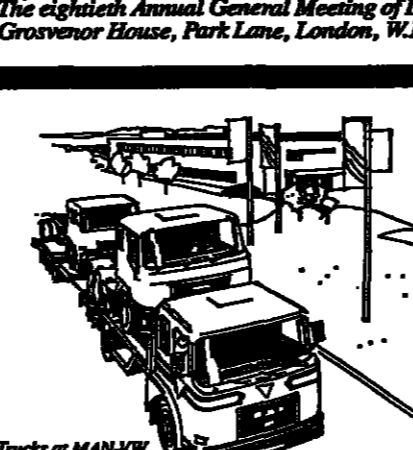
Lonrho remains the largest motor distributor in the United Kingdom selling 35,000 vehicles in August alone. Strong demand for Volkswagen and Audi vehicles has resulted in V-A-G (UK) selling 128,000 vehicles in the year, which is the highest level ever achieved. New products introduced during the year include the new stylish Volkswagen Passat. The Corrado, Audi V8 and Audi Coupe were also launched at the recent Birmingham Motor Show.



Scottsdale Princess — Arizona.

1988 AT A GLANCE		
	1988	1987
Turnover	£4,216m	£3,616m
Profit before tax	£225m	£200m
Profit attributable to shareholders	£133m	£104m
Earnings per share	30.0p	25.8p
Dividends per share	13.0p	11.1p
Cash balances	£340m	£313m

Turnover includes the Group's share of turnover of associates amounting to £949m (1987 — £803m). Earnings and dividends per share for 1987 have been adjusted for the capitalisation issue in 1988. The eighteenth Annual General Meeting of Lonrho Plc will be held at the Great Room, Grosvenor House, Park Lane, London, W.1 on Thursday, 30th March, 1989 at 11.45 a.m.



The atrium of the Observer's new building showing the news desk.

sections for readers in the London area and Scotland. George Outram's production on its new colour printing presses began during the year and several inroads into new colour and inserting markets have been made, together with the successful introduction of direct input as the basis for production of the newspapers. Scottish and Universal Newspapers continues to retain its position as the largest local newspaper publisher in Scotland. Harrison & Sons embarked on a new currency printing project during the year, investing in new recess printing presses. Several major currency printing contracts have been obtained, which will set the pace for future years' production. The traditional markets of stamp printing, paper printing and general security printing have shown remarkable growth. Greenaway Harrison has been affected by the lower volume of business in the City following the stock market crash. Roughnecks drilling ahead on exploratory oil well — Honda Oil & Gas, Andrews County, Texas.



Roughnecks drilling ahead on exploratory oil well — Honda Oil & Gas, Andrews County, Texas.

PRINTING AND PUBLISHING

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130 tonnes steel ball transfer car designed and manufactured by Newell Dunford — Mistoron and Oldham.

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ENGINEERING

The Firsted Group significantly increased its profits for the year. All companies within the steel division experienced a high level of demand for their products. Firsted Metal Products, which produced over 85 million linear feet of metal this year, is currently investing in a new plant for the manufacture of decorative metal files for suspended ceilings. The engineering division has continued to widen its product base and the group has acquired TBL Fibre Optics, manufacturing optical fibres for many specialised fields. Newell Dunford entered into a licensing agreement with Nittetu of Japan for the manufacture of industrial toxic waste processing plants. S E E were awarded a major contract in Oman for the construction of a domestic waste water treatment plant. In Zambia the Group has acquired a majority holding in Rover Zambia, which assembles Land Rover, Toyota, Mitsubishi pick-ups and Volkswagen light commercial vehicles. W. Dahmer & Co in Zimbabwe were again very active and earned record profits. Ruhrglas encountered problems which would have restricted profitability for many years and it was therefore decided to sell the glass making operations, whilst retaining a valuable trade investment, which is carried in the balance sheet at a low value.



130 tonnes steel ball transfer car designed and manufactured by Newell Dunford — Mistoron and Oldham.

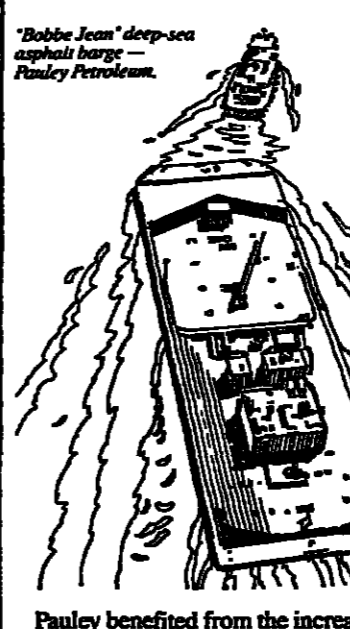
During 1988 the Group's textile companies manufactured 52,300 miles of cloth. It has been a highly profitable year for Lonrho Textiles. In the manufacturing division the major re-equipment programme is well under way. Accord exceeded profit targets and sales of own-brand products to major retailers are growing. The acquisition in August 1988 of Wooltons, the custom made curtain manufacturer and retailer, increased the number of retail outlets in the United Kingdom to over 300 and gives excellent joint business development prospects in suitable locations.



The text is taken from the Chief Executive's Statement and Review of Operations contained in the Report and Accounts for the year ended 30 September, 1988 which will be published in late February. Copies will be available from the Secretary, Lonrho Plc, Cheapside House, 138 Cheapside, London, EC2V 6BL.

OIL AND GAS

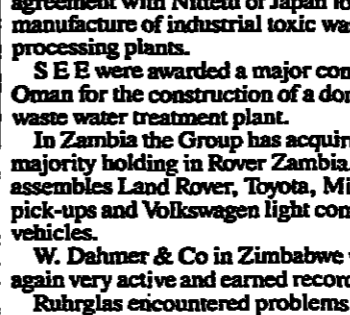
Considerable progress was made during 1988 by the Group's equal venture with Mr. Robert O. Anderson, which owns nearly 81% of the American Stock Exchange listed Pauley Petroleum Inc. Pauley is one of the few independent integrated oil companies in the United States, combining substantial oil and gas reserves with significant refinery capacity in the highly attractive West Coast market. Although Pauley's profitability was adversely affected by the erosion of oil prices, solid progress was made in both exploration and refining which will be of significant benefit in the future. Major improvements are under way at the Fletcher Refinery. Pauley participated in the drilling of 38 wells during the year and an exceptionally high 90% success rate was achieved.



Pauley benefited from the increase in gas prices during the year.

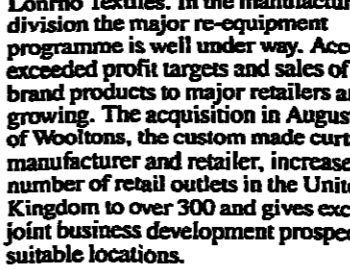
TEXTILES

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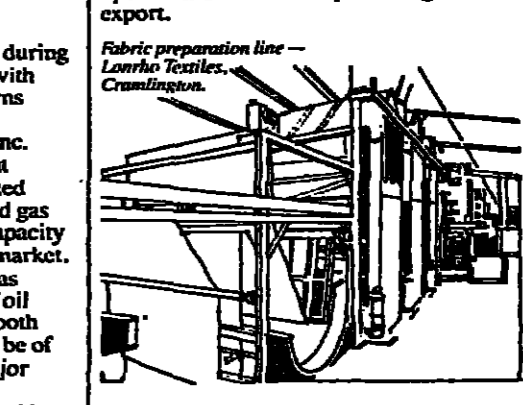


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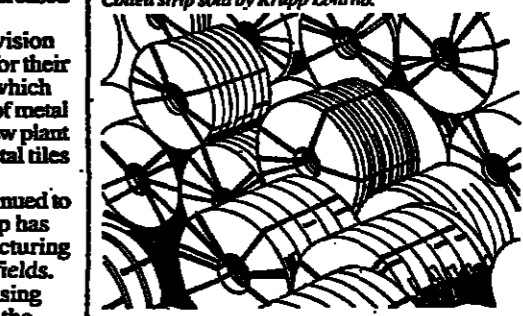
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Fabric preparation line — Lonrho Textiles, Crumlington.

INTERNATIONAL TRADE AND GENERAL

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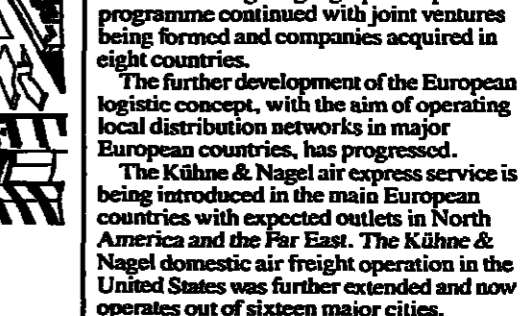


Coiled strip sold by Krupp Lonrho.

The Group's property investment companies had a very successful year, substantially improving their rental income through refurbishment of existing office property. The development of the new, twenty storey, Lonrho House in Nairobi has now started. PFI Group has consolidated its position as the largest national distributor of kitchens, bathrooms and appliances in Europe. Lonrho owns thirty aircraft based in a number of countries in Africa.

FREIGHT

Kühne & Nagel, which has 400 offices in 60 countries and is owned in equal partnership with Mr. Klaus-Michael Kühne, increased its profitability in the year. The traditional forwarding activities of Kühne & Nagel, in addition to their warehousing and distribution operations, contributed to the growth in income during 1988. The Far East and Canada performed particularly well. A substantial improvement of results was also reported by the Unimar Group's shipping agency business. Kühne & Nagel's geographic expansion programme continued with joint ventures being formed and companies acquired in eight countries. The further development of the European logistic concept, with the aim of operating local distribution networks in major European countries, has progressed. The Kühne & Nagel air express service is being introduced in the main European countries with expected outlets in North America and the Far East. The Kühne & Nagel domestic air freight operation in the United States was further extended and now operates out of sixteen major cities. Warehousing and distribution activities were enlarged by the expansion of storage facilities in Austria, Canada, Germany and the Netherlands.



Kühne & Nagel's Toronto ocean freight operation.

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LONRHO

Lonrho Plc, Cheapside House, 138 Cheapside, London, EC2V 6BL

UK COMPANY NEWS

Taylor confident of share placing

By Nikki Tall

SIR FRANK GIBB, chief executive of UK construction group Taylor Woodrow said yesterday that he was confident that the 10 per cent holding which has ended in the hands of Hoare Govett and Hambros, would be placed at some stage.

would only be an option at present if the price fell substantially further. Current authorisation from shareholders allows the company to buy in a maximum 10 per cent of shares at prices up to 500p. However, changing such provisions is subject of shareholder approval - was "always an option".

stockbroker to Taylor Woodrow, as well as to P&O, while Hambros has advised both companies in the past. In the wake of the P&O stakebuilding, however, Taylor Woodrow appointed Schroder Wagg as its merchant bank, while retaining a relationship with Hambros.

Yesterday, both Hoare Govett and Hambros were inclined to back Sir Frank's view. "Obviously as brokers to the company we will act in its best interests," said Hoare, adding that "everything will be done in as nice a way as possible."

Aviva in £22m bid for Viking Resources

By Ray Bashford

AVIVA PETROLEUM, the oil and gas investment company, is making a takeover offer for Viking Resources Trust which values the Ivory & Stone-managed investment trust at £22m. The company is offering 55p cash a share for the trust which has a portfolio of quoted UK and international oil companies and investments in US oil and gas production.

Minorco appears confident about result of MMC inquiry

By Kenneth Gooding, Mining Correspondent

THE SO-CALLED "three young turks" who are executive directors of Minorco, the South African-controlled investment group, appeared confident this week that the UK Monopolies and Mergers Commission had found no reason to rule against Minorco's hostile bid for Consolidated Gold Fields, the UK-based diversified mining group.

to hold up publication of the MMC report until completion of a separate inquiry by his department's inspectors into possible insider trading in Gold Fields shares.

that it could deal satisfactorily with any inquiry by the European Commission, said Mr Phillimore. Minorco had already talked to the Commission, "and our clear impression was that it was properly briefed".

Hill & Smith advances 58%

By Vanessa Houlder

HILL & SMITH Holdings, which has interests in steel stockholding, fabricate products and drop forging yesterday announced a 58 per cent rise in pre-tax profits from £3.5m to £5.5m for the year to September 30. Turnover increased by 34 per cent from £27.04m to £36.57m.

current year had started well with a rise in turnover and profit in each of its three divisions.

which makes, among other things, road safety barriers and fencing.

West Trust reduces losses to £29,000

Reduced pre-tax losses of £29,000 were announced by West Trust, Rochdale-based yarn merchant, investment dealer and financial services company, for the half year to September 30 1988. Comparable losses amounted to £317,000.

Turnover jumped from £244,000 to £1.01m generating an operating profit of £12,000 (£5,000 losses). Losses per 2.5p share worked through at 0.09p (3.38p).

Mystery approach for Splash

By Andrew Hill

SPLASH PRODUCTS, the T-shirt print and character merchandise, has received an unexpected and unsolicited approach which could lead to a bid for the company.

That included shares issued for the recent £2m acquisition of Mobile, which could double the enlarged group's turnover in printed garments.

portfolio of licences to print fictional characters on T-shirts. The characters include Garfield, the cartoon-strip cat, Roger Rabbit, cartoon hero of the film Who Framed Roger Rabbit? and Wicked Willy.

Biotechnology

Biotechnology Investments total net assets at November 30 stood at £130.84m, compared with £125.52m. Gross revenue for the six months to end-November totalled £1.54m (£1.49m). Revenue before tax was £191,870 (£546,774). Earnings per share 0.2 cents (0.8 cents).

ASD purchase

ASD has acquired Glen Metals, Leamington-based specialist sheet and plate stockholder, from John Williams of Cardiff for £200,000 cash. Following a property revaluation Glen has a net asset value of £712,000 compared with £534,000 in the end-September balance sheet.

PERSONAL PENSIONS

The Financial Times proposes to publish a Survey on the above on 25th February 1989. For a full editorial synopsis and advertisement details, please contact: Tim Davis on 01-248-8000 ext 4181 or write to him at: FINANCIAL TIMES

Munton rights

Munton group rights issues was taken to in respect of 8.88m ordinary (80.3 per cent). The balance was sold in the market. Martmore Investment acquired on behalf of clients 2.69m new ordinary shares. Together with the 3.67m new ordinary already held for clients this brings the total holding to 5.57m (55.84 per cent).

GrandMet in talks for sale of US restaurants

By Lisa Wood

GRAND METROPOLITAN, the UK food and drink group, is in negotiations to sell two restaurant chains acquired in its recent £5.7m (£3.22m) purchase of Pillsbury, the US food and Burger King restaurant group.

drinks. Legislation in most US states prevents distillers of alcohol from owning retail outlets that sell alcoholic drinks.

Gt Portland issue

Great Portland Estates, the property investment company, is raising £35m by way of a further tranche of its First Mortgage Debenture Stock 2016. The proceeds will be used to finance further property investment, development and refurbishment.

Derby Trust

The net asset value of Derby Trust capital shares was 325p per share at December 31, a rise of almost 11 per cent on the figure of 293p prevailing a year earlier.

On 23 January 1989 Ace Belmont International plc changed its name to MINSTERGATE P.L.C.

WINTRUST Earnings ahead 14% to 15.42p

WINTRUST, the London-based merchant bank, reported pre-tax profits up from £2.08m to £2.34m in the six months to end-September 1988. Earnings moved ahead by 14 per cent to 15.42p per 25p share, and the interim dividend is lifted to 2.5p (2.25p).

MOSAIC INVESTS Profits jump to £0.7m halfway

Mosaic Investments, a holding company, achieved a jump in pre-tax profits from £283,000 to £718,000 in the six months ended October 31 on turnover ahead at £5.25m compared with £3.09m.

LOUIS NEWMARK Warning on full year

Louis Newmark, an electronic and precision engineer and watch distributor, experienced a £94,000 drop in pre-tax profits to £517,000 for the half year ended October 1 1988. Turnover fell from £23.25m to £19.78m.

DAEJAN HOLDINGS Fall of 25% at midterm

Daejan Holdings, the property investment and trading company, reported a 25 per cent fall in group profits before tax from £13.4m to £10.05m in the six months to end-September 1988.

PARK FOOD Traditional first half losses rise

Park Food Group, which packs and supplies kitchen papers, reported an increase in its traditional first-half losses from £2.9m to £3.8m pre-tax in the six months to September 30 1988. Profits for the year to March 31 1988 were £2.28m. Turnover was marginally down at £15.29m (£15.76m). The interim dividend is raised to 1.55p (1.7p).

Daejan Holdings PLC

1988 INTERIM STATEMENT Results for the half year ended 30 September 1988 - unaudited. Table with columns for 6 months to 30.9.88 and 6 months to 30.9.87. Rows include Revenue and Services Charges, Surplus on Sales of Properties, Financing Charges, etc.

STONEHILL HLDGS Improvement continues

The recent improvement at Stonehill Holdings, furniture maker and property investor, continued in the six months to October 16 with a fall in the pre-tax loss from £284,000 to £286,000. Mr James Stockman, chairman, said the results were encouraging.

BIRMINGHAM MINT Wembley site sold for £3.3m

Birmingham Mint Group is selling its Wembley factory for £3.3m, with £300,000 paid on exchange of contracts and the balance of £2.97m at completion on May 31 1989.

DERBY TRUST Net asset value rises 11%

The net asset value of Derby Trust capital shares was 325p per share at December 31, a rise of almost 11 per cent on the figure of 293p prevailing a year earlier.

WARNER ESTATE Advances 30% to £5.78m

Warner Estate Holdings, the property investment company, raised pre-tax profits 30 per cent to £5.78m in the year to end-September. Turnover totalled £12.74m - up from £12.64m last time.

FLEMING TRUST Assets and earnings up

Net asset value per 25p ordinary share of the Fleming Fledgling Investment Trust rose by 32.4p to 285.1p over the 12 months ended December 31.

HEAVITREE BREWERY Profits rise 12% to £1.14m

Heavitree Brewery, which ceased brewing in May 1970 to concentrate on the distribution of wines and spirits, reported pre-tax profits up from £1.02m to £1.14m in the year ended October 1988. Turnover rose to £5.52m (£5.38m) and earnings per share were 45.1p (37.1p). Final dividend is 11.6p (10p) making 14p (12.4p).

NOTICE OF REDEMPTION To the Holders of J.P. Morgan & Co. Incorporated 11% Subordinated Notes Due 1992. NOTICE IS HEREBY GIVEN that, pursuant to the provisions of the Indenture dated as of February 28, 1985...

COMMODITIES AND AGRICULTURE

Cocoa agreement talks remain in deadlock

By David Blackwell

THE INTERNATIONAL Cocoa Agreement talks last night remained in the deadlock which has left the pact effectively frozen for the past year.

On Wednesday he said that a consumer proposal for a retrospective cut in the range of prices to be defended was "a last effort to reactivate the agreement."

The maximum permissible 250,000 tonnes, and the plan for a withholding scheme to take a further 120,000 tonnes from the market remains stymied by both the lack of funds available and the failure to agree a defence price range.

Banana producers anxious about 1992

Canute James studies the implications of the EC's single market for the Caribbean

CARIBBEAN countries, which supply about seven out of every ten bananas eaten in Britain, have been reassured by the UK Government that their preferential access will be maintained after the EC dismantles internal trade barriers at the end of 1992.

CURRENT ARRANGEMENTS for the access of Caribbean bananas into the EC market were "sacred and untouchable" and any change could subject growing countries to Central American-style instability.

At present some 20 per cent of EC banana supplies are imported - duty free - from former UK, French, and Italian colonies. Another 25 to 30 per cent comes from within the Community itself.

enjoyed under the Lomé Convention and in the EC's existing market arrangement. While acknowledging the need for future diversification, Mrs Charles stressed the Caribbean's present dependence on banana exports.

economically viable alternative. Diversification took time and cost money, said Mr Carl Greenidge, Guyana's Finance Minister and chairman of the ACP Council of Ministers.

Malaysian commodity earnings hit record

By Wang Sulong in Kuala Lumpur

EXPORTS OF Malaysian commodities last year rose by 10.5 per cent to a record 28.3bn ringgit (\$10.4bn), the Ministry of Primary Industries said in its annual review, published yesterday.

For the current year, the ministry said it saw a "mixed" outlook. According to Dr Lim Keng Yik, the Primary Industries Minister, prices of rubber and tin should remain firm. Prices for palm oil were expected to soften a little, while prospects for cocoa remained gloomy.

Palm oil stocks rose 55 per cent in 1988

MALAYSIAN palm oil stocks rose 55 per cent last year, according to the Palm Oil Registration and Licensing Board.

However, the board's end-December figure of 795,000 tonnes was well below an earlier estimate of 900,000 to 950,000 tonnes claimed by the Palm Oil Refiners Association (Poram).

That assurance came after several months of increasing concern in the Caribbean's banana industry that the loss of protection after 1992 would destroy the industry, and the basis of several island economies. The region producers - the Windward Islands, the French overseas departments, Belize, Jamaica and Suriname - have combined annual exports of about 650,000 tonnes, providing a quarter of the European Community's bananas.

But the Windwards - St Lucia, St Vincent, Dominica and Grenada - are high cost producers who have only managed to stay in the market by appealing to the British market because more competitive fruit has been kept out. The industry would be wiped out if it had to compete with more cost competitive producers after 1992.

Mr Ray Hilborne, banana sector chairman for Caribbean Industries, which markets the Windwards' fruit in Britain, said the group earned about \$150m from banana exports to the UK last year.

European banana market and for a mechanism which will fix prices at a level which will allow a fair return for even the higher cost producers.

"This is very encouraging for us," said Dr Canute James, official. "At least we have a bankable guarantee on which we can plan our industry and our economy while implementing a phased diversification from bananas. But this will be countered by the extensive deregulation markets in the Community since 1992. We want details of the British plan with some haste."

Stock valuation boosts forestry return

By James Buxton, Scottish Correspondent

BRITAIN'S Forestry Commission says that it beat the target rate of return set by the Government for its commercial forestry activities in the last financial year. But the rate of return of more than 3 per cent which it achieved was due in part to a big increase in the value of the growing stock of timber.

the growing stock - which is revalued every three years - plus a surplus of £1.2m on sale of properties, it claims an operating surplus on its forestry enterprise of £59m.

which £20.3m went to pay for its regulatory functions. The Forestry Commission says it is too early to say how the market changes in Government forestry policy introduced in the March 1988 budget will affect planting.

Brussels urged not to cut price for imported sugar

By David Buchanan in Bridgetown, Barbados

THE GROUP of 66 African, Caribbean and Pacific (ACP) states has warned the European Community against cutting the price for imported sugar in line with the Brussels Commission's recommended 5 per cent reduction in the price guaranteed to EC sugar beet growers for the 1989-90 season.

depended for their entire existence. By a special sugar protocol in the Lomé aid and trade convention, the EC is committed to taking 1.3m tonnes a year of ACP sugar at a price which has in practice followed the internal EC price.

The Commission has suggested it will pay some compensation to ACP countries for any cuts. But Mr Raymond Charles, the ambassador of Mauritius, which alone accounts for 500,000 tonnes of the ACP sugar quota, noted that previous promises of compensation for the recent price freeze had not yet been fulfilled, and he was sceptical about Brussels delivering on any new commitment.

ACP sugar producers complain that the actual price they received last year, in the currency of the UK, which is the destination of most ACP sugar shipments, fell by 7 per cent because of changes in the Community's agricultural arrangements. At the same time, freight rates had risen by 21 per cent.

Mr Charles Maynard, Dominica's Minister of Agriculture, reflected the mood of the region, which falls somewhere between cautious optimism and growing concern, when he said: "We do not have to see Europe as a threat, but Europe where we continually see a Stabex."

WORLD COMMODITIES PRICES

LONDON MARKETS

THE LONDON Metal Exchange zinc market bounced to fresh records yesterday, following the previous day's brief setback, in the cash position Wednesday's \$17.50 fall was easily recouped with a \$40 rise to \$18,225.50 a tonne as traders rethought on the possibility of another prolonged strike in the Peruvian mining industry.

COCOA (t/tonne)

Table with 4 columns: Close, Previous, High/Low, and a small numerical value.

Turnover 2048 (8985) lots of 10 tonnes

COFFEE (t/tonne)

Table with 4 columns: Close, Previous, High/Low, and a small numerical value.

Turnover 2048 (8985) lots of 5 tonnes

SOYABEAN MEAL (t/tonne)

Table with 4 columns: Close, Previous, High/Low, and a small numerical value.

Turnover 110 (2285) lots of 50 tonnes

LONDON METAL EXCHANGE TRADED OPTIONS

Table with 4 columns: Close, Previous, High/Low, and a small numerical value.

FRIGHT FUTURES \$10/index point

Table with 4 columns: Close, Previous, High/Low, and a small numerical value.

GRAIN (t/tonne)

Table with 4 columns: Close, Previous, High/Low, and a small numerical value.

FRUIT AND VEGETABLES

Lycopers are in good supply this week at £1.20-1.25 a lb (£1.50-1.55) as are peaches from Greece and Chile \$2-2.50 each.

LONDON METAL EXCHANGE

Table with 4 columns: Close, Previous, High/Low, and a small numerical value.

Turnover 276 (171) lots of 40 tonnes

POTATOES (t/tonne)

Table with 4 columns: Close, Previous, High/Low, and a small numerical value.

Turnover 55 (109) lots of 20 tonnes

SOYABEAN MEAL (t/tonne)

Table with 4 columns: Close, Previous, High/Low, and a small numerical value.

Turnover 55 (109) lots of 20 tonnes

FRIGHT FUTURES \$10/index point

Table with 4 columns: Close, Previous, High/Low, and a small numerical value.

GRAIN (t/tonne)

Table with 4 columns: Close, Previous, High/Low, and a small numerical value.

FRUIT AND VEGETABLES

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US MARKETS

IN THE METALS, gold and silver futures slipped due mostly to a stronger dollar. Platinum prices were firm on rumours of Africa president dying, reports Drexel Burnham.

New York

Table with 4 columns: Close, Previous, High/Low, and a small numerical value.

Chicago

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Chicago

Table with 4 columns: Close, Previous, High/Low, and a small numerical value.

LONDON STOCK EXCHANGE

Equities advance ahead of trade data

THE CONFIDENT progress of the equity market was in no way checked yesterday by any concern ahead of this morning's announcement of the UK trade figures for December...

324.7m. The blue chip international were less prominent, however, and the second half of the session brought a revival of takeover speculation...

receded and some initial turmoil in Taylor Woodrow stock died away, prices steadied and then moved ahead as the UK institutions appeared in the market again.

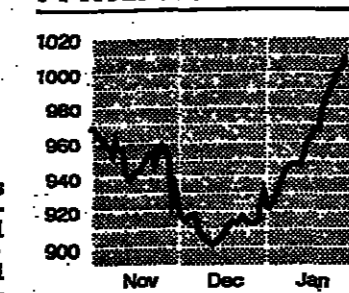
FINANCIAL TIMES STOCK INDICES

Table with columns for Jan 25, Jan 26, Jan 27, Jan 28, Jan 29, Jan 30, Jan 31, Year, High, Low, Stock Completion. Rows include Government Sec, Fixed Interest, Ordinary, Gold Mines, Ord. Cl. Yield, etc.

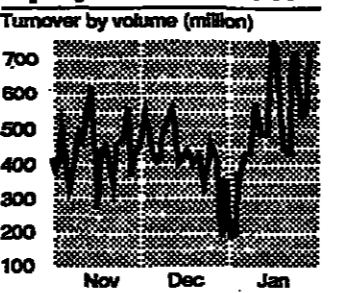
Disposals to boost G Met

Activity in the traded options market early on - a UK broker was said to have exercised an option to buy 7m shares - sent shares in food, drinks and hotels group Grand Metropolitan firmly higher.

FT-A All-Share Index



Equity Shares Traded



increase of 550m in its commercial paper programme.

remained in the firing line yesterday.

BAT active

A feature of early dealings was BAT Industries, which swept higher - a 'recent' bid speculation took a new firm...

Woodrow decline

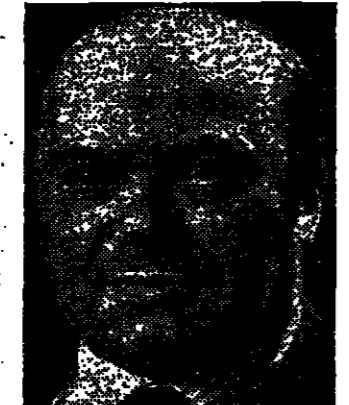
Taylor Woodrow, given a mauling on Wednesday on news that Hoare Govett, the securities house, and Hambros, the merchant bank, had bought P & O's near 10 per cent stake...

NEW HIGHS AND LOWS FOR 1988/89

Table listing new highs and lows for various companies and sectors in 1988/89.

New chief for Shell company

Mr Evert Henkes has been made a director of SHELL U.K. and managing director of SHELL CHEMICALS U.K. He succeeds Mr John Collins who is moving to the London office of the Shell International Petroleum Company.



Grant Thornton has appointed Mr David McDermott (above) as a new national managing partner from July 1. He is currently chairman of the firm's policy board.

- Mr A.N. Johansen, director and general manager of JAMES BURN INTERNATIONAL (JBI), has been appointed vice president and general manager. JBI is a division of Stantec International Corporation.
Mr George Stimpson, formerly chief executive of Layland DAF and a member of the board of management of DAF BV, and who is now managing director of Rover Group, has been appointed a member of DAF's supervisory board (equivalent to non-executive directors in UK).

TRADING VOLUME IN MAJOR STOCKS

Table showing trading volume in major stocks including Shell, BHP, and others.

The underlying figure for net income, \$32m, was in line with forecasts, dealers said. Shell Transport shares slipped back a few pence to 361 1/2p with turnover sharply higher and finally 7.1m.

bonus issue, inspired strong demand for Leirho, which gained 10 to 38p on turnover of 6m shares. Reports that Toyota plans a car assembly plant in Europe brought a strong rise in Inchcape, which has the sales franchise in the UK and Greece...

CABLE TELEVISION AND SATELLITE BROADCASTING

The seventh Financial Times Cable Television and Satellite Broadcasting conference comes at a dramatic turning point in the development of the new media in Europe when the explosion of choice which has been promised for years is about to happen and the Government is drawing up its legislation on the future of British Broadcasting.

- Questions to be discussed include: Who will be the winners and losers in the world of the new media? Will cable benefit from its capacity to deliver to all the competing channels and cut through the problems of competing dishes and standards, or will the satellites get there first?
Speakers include: Mr Timothy Renton, MP Minister of State, Home Office; Mr Andrea Caruso EUTELSAT; Dr Pierre Meyrat Societe Europeenne des Satellites; Mr Anthony Simonds-Gooding British Satellite Broadcasting; Mr Jim Styles Sky Television PLC; Mr Francis Baron WH Smith Television; Mr Michael Checkland British Broadcasting Corporation; Mr Bill Cotton Albo plc; Mr Jon Davey Cable Authority; Mr Adam Singer United Programming; Dr Burkhard Nowotny Bundesverband Kabel und Satellit eV; Mr Elco Brinkman Minister of Welfare, Health & Cultural Affairs, Netherlands.

Form for requesting the Cable Television and Satellite Broadcasting Conference materials, including fields for Name, Position, Company, Address, Country, Tel, Fax, and Type of Business.

APPOINTMENTS

Mr ECI has appointed Mr Fred Gray as a corporate treasurer. He was previously a controller-corporate operations, finance department.
Mr Andrew Sayer has been appointed an associate director of DEN NORSEK CREDITBANK. He heads the bank's UK banking department.

APPOINTMENTS

Mr N.S. Farr has been appointed chief executive of the BABCOCK & BROWN GROUP's international money market interests.

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FT UNIT TRUST INFORMATION SERVICE

Main table containing unit trust information, organized into columns for various trust categories and individual trust details.

OTHER UK UNIT TRUSTS

INSURANCES

Table listing insurance companies and their details, including names, addresses, and contact information.

FT UNIT TRUST INFORMATION SERVICE

Current Unit Trust Prices are available on FT Cityline. To obtain your free Unit Trust Code Booklet ring the FT Cityline help desk on 01-423-2128

Company Name	Code	Price	% Chg	Company Name	Code	Price	% Chg
Norwich Union Life Assurance Ltd	01-000001	100.00	0.0	Prudential Life Assurance Ltd	01-000002	100.00	0.0
Prudential Life Assurance Ltd	01-000003	100.00	0.0	Royal Heritage Life Assurance Ltd	01-000004	100.00	0.0
Royal Heritage Life Assurance Ltd	01-000005	100.00	0.0	Standard Life Assurance Co Ltd	01-000006	100.00	0.0
Standard Life Assurance Co Ltd	01-000007	100.00	0.0	Scottish Life Assurance Co Ltd	01-000008	100.00	0.0
Scottish Life Assurance Co Ltd	01-000009	100.00	0.0	Scottish Equitable Life Assurance Co Ltd	01-000010	100.00	0.0
Scottish Equitable Life Assurance Co Ltd	01-000011	100.00	0.0	Scottish Mutual Assurance Society	01-000012	100.00	0.0
Scottish Mutual Assurance Society	01-000013	100.00	0.0	Scottish Widows Group	01-000014	100.00	0.0
Scottish Widows Group	01-000015	100.00	0.0	Scottish Widows Group	01-000016	100.00	0.0
Scottish Widows Group	01-000017	100.00	0.0	Scottish Widows Group	01-000018	100.00	0.0
Scottish Widows Group	01-000019	100.00	0.0	Scottish Widows Group	01-000020	100.00	0.0
Scottish Widows Group	01-000021	100.00	0.0	Scottish Widows Group	01-000022	100.00	0.0
Scottish Widows Group	01-000023	100.00	0.0	Scottish Widows Group	01-000024	100.00	0.0
Scottish Widows Group	01-000025	100.00	0.0	Scottish Widows Group	01-000026	100.00	0.0
Scottish Widows Group	01-000027	100.00	0.0	Scottish Widows Group	01-000028	100.00	0.0
Scottish Widows Group	01-000029	100.00	0.0	Scottish Widows Group	01-000030	100.00	0.0
Scottish Widows Group	01-000031	100.00	0.0	Scottish Widows Group	01-000032	100.00	0.0
Scottish Widows Group	01-000033	100.00	0.0	Scottish Widows Group	01-000034	100.00	0.0
Scottish Widows Group	01-000035	100.00	0.0	Scottish Widows Group	01-000036	100.00	0.0
Scottish Widows Group	01-000037	100.00	0.0	Scottish Widows Group	01-000038	100.00	0.0
Scottish Widows Group	01-000039	100.00	0.0	Scottish Widows Group	01-000040	100.00	0.0
Scottish Widows Group	01-000041	100.00	0.0	Scottish Widows Group	01-000042	100.00	0.0
Scottish Widows Group	01-000043	100.00	0.0	Scottish Widows Group	01-000044	100.00	0.0
Scottish Widows Group	01-000045	100.00	0.0	Scottish Widows Group	01-000046	100.00	0.0
Scottish Widows Group	01-000047	100.00	0.0	Scottish Widows Group	01-000048	100.00	0.0
Scottish Widows Group	01-000049	100.00	0.0	Scottish Widows Group	01-000050	100.00	0.0
Scottish Widows Group	01-000051	100.00	0.0	Scottish Widows Group	01-000052	100.00	0.0
Scottish Widows Group	01-000053	100.00	0.0	Scottish Widows Group	01-000054	100.00	0.0
Scottish Widows Group	01-000055	100.00	0.0	Scottish Widows Group	01-000056	100.00	0.0
Scottish Widows Group	01-000057	100.00	0.0	Scottish Widows Group	01-000058	100.00	0.0
Scottish Widows Group	01-000059	100.00	0.0	Scottish Widows Group	01-000060	100.00	0.0
Scottish Widows Group	01-000061	100.00	0.0	Scottish Widows Group	01-000062	100.00	0.0
Scottish Widows Group	01-000063	100.00	0.0	Scottish Widows Group	01-000064	100.00	0.0
Scottish Widows Group	01-000065	100.00	0.0	Scottish Widows Group	01-000066	100.00	0.0
Scottish Widows Group	01-000067	100.00	0.0	Scottish Widows Group	01-000068	100.00	0.0
Scottish Widows Group	01-000069	100.00	0.0	Scottish Widows Group	01-000070	100.00	0.0
Scottish Widows Group	01-000071	100.00	0.0	Scottish Widows Group	01-000072	100.00	0.0
Scottish Widows Group	01-000073	100.00	0.0	Scottish Widows Group	01-000074	100.00	0.0
Scottish Widows Group	01-000075	100.00	0.0	Scottish Widows Group	01-000076	100.00	0.0
Scottish Widows Group	01-000077	100.00	0.0	Scottish Widows Group	01-000078	100.00	0.0
Scottish Widows Group	01-000079	100.00	0.0	Scottish Widows Group	01-000080	100.00	0.0
Scottish Widows Group	01-000081	100.00	0.0	Scottish Widows Group	01-000082	100.00	0.0
Scottish Widows Group	01-000083	100.00	0.0	Scottish Widows Group	01-000084	100.00	0.0
Scottish Widows Group	01-000085	100.00	0.0	Scottish Widows Group	01-000086	100.00	0.0
Scottish Widows Group	01-000087	100.00	0.0	Scottish Widows Group	01-000088	100.00	0.0
Scottish Widows Group	01-000089	100.00	0.0	Scottish Widows Group	01-000090	100.00	0.0
Scottish Widows Group	01-000091	100.00	0.0	Scottish Widows Group	01-000092	100.00	0.0
Scottish Widows Group	01-000093	100.00	0.0	Scottish Widows Group	01-000094	100.00	0.0
Scottish Widows Group	01-000095	100.00	0.0	Scottish Widows Group	01-000096	100.00	0.0
Scottish Widows Group	01-000097	100.00	0.0	Scottish Widows Group	01-000098	100.00	0.0
Scottish Widows Group	01-000099	100.00	0.0	Scottish Widows Group	01-000100	100.00	0.0

BERMUDA AUTHORISED

BT Management Plc
 27, Broad Street, London EC2M 2ET
 Tel: 01-477 7463

OFFSHORE INSURANCES

Abney International Assurance Ltd
 27, Broad Street, London EC2M 2ET
 Tel: 01-477 7463

JERSEY AUTHORISED

Capital Investment Fund Group Ltd
 27, Broad Street, London EC2M 2ET
 Tel: 01-477 7463

OFFSHORE AND OVERSEAS

GUERNSEY AUTHORISED

Prudential Investment Services Ltd
 27, Broad Street, London EC2M 2ET
 Tel: 01-477 7463

MANAGEMENT SERVICES

David M. Auer (Personal Fin. Plnc.) Ltd
 27, Broad Street, London EC2M 2ET
 Tel: 01-477 7463

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FT UNIT TRUST INFORMATION SERVICE

LONDON SHARE SERVICE

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Main table of FT Unit Trust Information Service, listing various unit trusts with columns for Name, Price, and Yield.

Table of British Funds and Foreign Bonds & Rails, including sub-sections for 'Shorts' (lives up to five years), 'Five to Fifteen Years', and 'Over Fifteen Years'.

Table of Money Market Trust Funds and Money Market Bank Accounts, listing various financial products and their details.

Vertical text on the left margin: 'OTHER OFFSHORE FUNDS', 'BERMUDA AUTHORITY', 'OFFSHORE INSURANCE'.

Vertical text on the right margin: 'AMERICANS', 'Continued on next page'.

Latest Share Prices are available on FT Cityline. To obtain your free Share Code Booklet ring the FT Cityline help desk on 01-925-2122

LONDON SHARE SERVICE

AMERICANS - Contd

Table with columns: Stock, Price, Bid, Offer, % Chg. Includes entries like 138000, 138001, 138002.

CANADIANS

Table with columns: Stock, Price, Bid, Offer, % Chg. Includes entries like 138009, 138010, 138011.

BANKS, HP & LEASING

Table with columns: Stock, Price, Bid, Offer, % Chg. Includes entries like 138012, 138013, 138014.

BEERS, WINES & SPIRITS

Table with columns: Stock, Price, Bid, Offer, % Chg. Includes entries like 138015, 138016, 138017.

BUILDING, TIMBER, ROADS

Table with columns: Stock, Price, Bid, Offer, % Chg. Includes entries like 138018, 138019, 138020.

BUILDING, TIMBER, ROADS

Table with columns: Stock, Price, Bid, Offer, % Chg. Includes entries like 138021, 138022, 138023.

CHEMICALS, PLASTICS

Table with columns: Stock, Price, Bid, Offer, % Chg. Includes entries like 138024, 138025, 138026.

DRAPERY AND STORES

Table with columns: Stock, Price, Bid, Offer, % Chg. Includes entries like 138027, 138028, 138029.

ELECTRICALS

Table with columns: Stock, Price, Bid, Offer, % Chg. Includes entries like 138030, 138031, 138032.

ENGINEERING

Table with columns: Stock, Price, Bid, Offer, % Chg. Includes entries like 138033, 138034, 138035.

ENGINEERING - Contd

Table with columns: Stock, Price, Bid, Offer, % Chg. Includes entries like 138036, 138037, 138038.

FOOD, GROCERIES, ETC

Table with columns: Stock, Price, Bid, Offer, % Chg. Includes entries like 138039, 138040, 138041.

HOTELS AND CATERERS

Table with columns: Stock, Price, Bid, Offer, % Chg. Includes entries like 138042, 138043, 138044.

INDUSTRIALS (Miscel.)

Table with columns: Stock, Price, Bid, Offer, % Chg. Includes entries like 138045, 138046, 138047.

INDUSTRIALS (Miscel.) - Contd

Table with columns: Stock, Price, Bid, Offer, % Chg. Includes entries like 138048, 138049, 138050.

INDUSTRIALS (Miscel.) - Contd

Table with columns: Stock, Price, Bid, Offer, % Chg. Includes entries like 138051, 138052, 138053.

INSURANCES

Table with columns: Stock, Price, Bid, Offer, % Chg. Includes entries like 138054, 138055, 138056.

LEISURE

Table with columns: Stock, Price, Bid, Offer, % Chg. Includes entries like 138057, 138058, 138059.

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LONDON SHARE SERVICE

Listed Share Prices are available on FT Cityline. To obtain your free Share Code Booklet ring the FT Cityline help desk on 01-825-2128

LEISURE - Cont'd. Table listing various leisure companies such as British Skyways, British Airways, and others with their respective share prices and financial data.

PROPERTY. Table listing property-related companies like British Land, Granada, and others, including their share prices and market performance.

TEXTILES - Cont'd. Table listing textile companies such as J. H. Thomas, J. & J. Textiles, and others with their share prices.

TRUSTS, FINANCE, LAND - Cont'd. Table listing trusts and financial institutions like British Trustee, British Finance, and others.

OIL AND GAS - Cont'd. Table listing oil and gas companies such as British Petroleum, Shell, and others.

MINES - Cont'd. Table listing mining companies like Anglo American, De Beers, and others.

MOTORS, AIRCRAFT TRADES. Table listing motor and aircraft trade companies such as British Leyland, British Aerospace, and others.

PROPERTY (continued). Further listing of property companies and their share prices.

TEXTILES (continued). Further listing of textile companies.

TRUSTS, FINANCE, LAND (continued). Further listing of trusts and financial institutions.

OIL AND GAS (continued). Further listing of oil and gas companies.

MINES (continued). Further listing of mining companies.

NEWSPAPERS, PUBLISHERS. Table listing newspaper and publishing companies like News International, Newsprint, and others.

PROPERTY (continued). Further listing of property companies.

TEXTILES (continued). Further listing of textile companies.

TRUSTS, FINANCE, LAND (continued). Further listing of trusts and financial institutions.

OIL AND GAS (continued). Further listing of oil and gas companies.

MINES (continued). Further listing of mining companies.

PAPER, PRINTING, ADVERTISING. Table listing paper, printing, and advertising companies like Newsprint, Newsprint, and others.

PROPERTY (continued). Further listing of property companies.

TEXTILES (continued). Further listing of textile companies.

TRUSTS, FINANCE, LAND (continued). Further listing of trusts and financial institutions.

OIL AND GAS (continued). Further listing of oil and gas companies.

MINES (continued). Further listing of mining companies.

SHOES AND LEATHER. Table listing shoe and leather companies like J. H. Thomas, J. & J. Textiles, and others.

PROPERTY (continued). Further listing of property companies.

TEXTILES (continued). Further listing of textile companies.

TRUSTS, FINANCE, LAND (continued). Further listing of trusts and financial institutions.

OIL AND GAS (continued). Further listing of oil and gas companies.

MINES (continued). Further listing of mining companies.

NOTES. A section providing detailed notes and explanations regarding the share prices, dividends, and other financial data presented in the tables.

REGIONAL & IRISH STOCKS. A section listing regional and Irish stocks with their respective prices and market data.

TRADITIONAL OPTIONS. A section listing traditional options and their 3-month call rates.

PROPERTY (continued). Further listing of property companies and their share prices.

WORLD STOCK MARKETS

AUSTRIA table with columns for stock names and prices.

FRANCE (continued) table with columns for stock names and prices.

GERMANY (continued) table with columns for stock names and prices.

ITALY (continued) table with columns for stock names and prices.

NETHERLANDS table with columns for stock names and prices.

NORWAY table with columns for stock names and prices.

FINLAND table with columns for stock names and prices.

GERMANY table with columns for stock names and prices.

FRANCE table with columns for stock names and prices.

JAPAN table with columns for stock names and prices.

NETHERLANDS table with columns for stock names and prices.

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NETHERLANDS table with columns for stock names and prices.

TORONTO 4pm prices January 26

TORONTO table with columns for stock names, prices, and changes.

CANADA

CANADA table with columns for stock names, prices, and changes.

MONTREAL 4pm prices January 26

MONTREAL table with columns for stock names, prices, and changes.

NEW YORK DOW JONES

NEW YORK DOW JONES table with columns for dates and index values.

CANADA

CANADA table with columns for stock names and prices.

NEW YORK ACTIVE STOCKS

NEW YORK ACTIVE STOCKS table with columns for stock names and prices.

TOKYO - Most Active Stocks

TOKYO - Most Active Stocks table with columns for stock names and prices.

Your FT hand delivered in Germany advertisement with contact information for Frankfort.

Vertical text on the left edge of the page, including 'SWORD' and 'LEGAL WORK'.

4pm prices January 26

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

High	Low	Stock	Chg.	High	Low	Stock	Chg.	High	Low	Stock	Chg.
27 3/4	27 1/4	AAR	-	47	47	AMC	+	23 1/2	23 1/2	AMT	+
27 3/4	27 1/4	ACM	+	47	47	AMC	+	23 1/2	23 1/2	AMT	+
27 3/4	27 1/4	ACM	+	47	47	AMC	+	23 1/2	23 1/2	AMT	+
27 3/4	27 1/4	ACM	+	47	47	AMC	+	23 1/2	23 1/2	AMT	+
27 3/4	27 1/4	ACM	+	47	47	AMC	+	23 1/2	23 1/2	AMT	+

Handwritten note in Arabic script: "مركز الاستثمار"

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NYSE COMPOSITE PRICES

Main table of NYSE Composite Prices, listing various stocks with columns for High, Low, Stock, Div. Yld., % Change, and Close Prev.

OVER-THE-COUNTER

Nasdaq national market, 3pm prices January 26

Main table of Over-the-Counter prices, listing various stocks with columns for Bid, Ask, High, Low, Last, and Change.

AMEX COMPOSITE PRICES

4pm prices January 26

Main table of AMEX Composite Prices, listing various stocks with columns for Bid, Ask, High, Low, Last, and Change.

Advertisement for Vienna, featuring the text: 'Have your F.T. hand delivered... at no extra charge, if you work in the business centre of VIENNA... Peter Grün of Morawa & Co for details or call Frankfurt (069) 7598-101'.

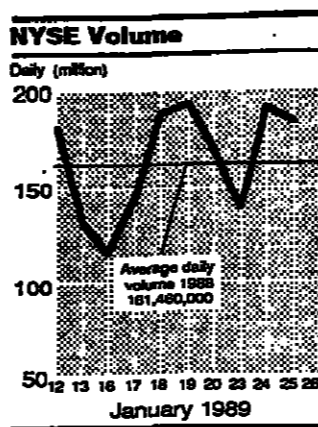
FINANCIAL TIMES

Self-confidence lifts Dow as volume soars to 212m

Wall Street A STRONGER-than-expected rise in US durable goods orders during December was shrugged off by the equity market yesterday and modest losses at the opening were turned into another substantial rally by the close, writes James Bush in New York.

reflecting a surge in the dollar in currency markets. By late trading, bond prices were quoted as much as a point higher at the long end of the yield curve while the dollar stood near its session highs at 128.30 and at DML8475.

Today's preliminary estimate of fourth quarter GNP will be one focus for the equity market. The consensus forecast is for growth of 2.4 per cent compared with 2.6 per cent in the third quarter.



Telephone & Telegraph, which announced a loss of \$3.34m in the fourth quarter, added 3/4 to \$1.

Canada HIGHER gold and oil prices pushed Toronto sharply upwards at midsession. The composite index soared 42.7 to 3,610.6 on volume of 28.1m shares.

Company tidings spark brisk trade

CORPORATE news kept European bourses busy yesterday and, while the inevitable profit-taking did set in, selling pressure was not great, writes Our Markets Staff.

1988 profits similar to those in 1987. In the construction sector, Holzmann built on the previous day's gains picking up another DM43 to DM697, a rise of 6.6 per cent, on a sharply improved earnings forecast.

AMSTERDAM was another bourse to benefit in late trading from the strength on Wall Street, closing off its lows. The CBS tendency index edged up 0.3 to 153.8.

Madrid moved higher for a second day, led by rising blue chips, in spite of caution after the deadlock at talks between the Government and unions on Wednesday.

Nikkei slips as caution dominates

Tokyo THE POSSIBILITY of restrictions on margin transactions which has been lingering in the air for the past few days kept investors on their toes. Share prices dropped moderately in what was generally taken to be a necessary correction, writes Michio Nakamoto in Tokyo.

Jardine Fleming. However, investors were carried away by the excitement over Wall Street's previous overnight rise, with arbitrage trading being the main driver.

SINGAPORE saw volumes jump to their highest level in five months, spurred by the overnight rise in New York, and share prices edged higher.

FINLAND'S stock market is enjoying a healthy boost from Swedish investors, who have been flocking to Helsinki since Thursday last week following the liberalisation of foreign investment in neighbouring Sweden.

Finns benefit from Swedish influx

global market's crash. Foreign investors left Finland in the aftermath of the market's collapse and have not yet returned to a significant degree.

Most analysts believe preliminary corporate results, due to be released within the next few weeks, will provide a further fillip for share prices.

The Swedish move has therefore come at an opportune time for Helsinki, and investor confidence in the small Scandinavian market seems the strongest it has been for months.

Table with 10 columns: Market, No. of stocks, December 1988, % Change on Dec 31 '87, December 1988, % Change on Nov, % Change on Dec 31 '87, December 1988, % Change on Nov, % Change on Dec 31 '87. Rows include Latin America, Asia, and various regional markets.

Table with 10 columns: NATIONAL AND REGIONAL MARKETS, US Dollar Index, Day's Change, Pound Sterling Index, Local Currency Index, Gross Div. Yield, US Dollar Index, Pound Sterling Index, Local Currency Index, 1988/89 High, 1988/89 Low, Year ago (approx). Rows include Australia, Belgium, Canada, Denmark, France, Germany, Hong Kong, Ireland, Italy, Japan, Malaysia, Mexico, New Zealand, Netherlands, Singapore, South Africa, Spain, Sweden, Switzerland, UK, USA, and various regional indices.

Lazard Investors advertisement. Text: 'Lazard Investors are pleased to announce the formation of a new collective investment scheme in Guernsey: LAZARD SELECT INVESTMENT TRUST LIMITED'. Includes details about the investment scheme, contact information for Stuart Webb, Alan Saunders, Mark Richardson, and Richard Arnold.

Handwritten signature or mark at the bottom of the page.

FINANCIAL TIMES SURVEY



There are stirrings of confidence in Britain's regions as the benefits of sustained growth

spread northwards, reports Hazel Duffy. But it is still far from clear that high levels of activity in the South-East will lead to a narrowing of the north-south divide

Boom ripples northwards

MRS THATCHER, the Prime Minister, is chasing an elusive goal. If her policies can close the economic and social gap between Britain's regions, she will have succeeded where governments have failed for the past 100 years.

Certainly, there are definite stirrings of confidence in the regions as the sustained economic growth enjoyed in the south is at last rippling northwards. And if the increasingly buoyant statements by some ministers are an accurate reading, that new regional confidence is justified.

But the facts do not always support the rhetoric. There is a lot of catching up to be done. All the indicators show that the divide between the north and the south has widened since 1979. The Government's policies on interest rates and sterling hit the north hardest in the early 1980s. It has been the south which has benefited most from the resurgence of growth.

In this uneven distribution of the fruits of Thatcherism, the worst affected areas have been the inner cities where the plight of unemployment has accentuated the social and political division of Britain.

Mrs Thatcher did not set out to make the regions a special

case. In her determination to make British industry more competitive, there were few compensating measures to help the blighted regions to adapt.

In fact, the Thatcher government would have liked to cut back Government grants to industry more than it actually has done. Ideally, it would have preferred to abolish them completely. But every other country in the European Community dangles financial carrots before internationally-mobile industrial investment projects, so Britain cannot afford to go it alone. The Government's direction, therefore, has been to make grants more selective.

The provision for regional grants for the next three years is around \$360m, which implies continued scaling down of the total amount of assistance as regional development grant is phased out.

The Thatcher Government has also targeted financial assistance and incentives more on the inner cities. Urban development corporations, enterprise zones and urban grants are directed at encouraging the private sector to regenerate derelict areas.

The message from the regions in the past year, however, has been positive. Unem-



Britain's Regions A TEST FOR THATCHERISM

ployment is falling, manufacturing output is going up, the service industry sector is expanding, self-employment is growing.

Where there has been development, it has largely been generated from within the region itself. The growing provision of financial services in cities like Manchester and Leeds, for instance, is mainly serving their regions, in contrast to the global services provided by London.

But a new factor has started to emerge, which, over a lengthy period, could benefit the outlying regions. It is the overheating of the South-East economy. Growing traffic congestion, labour skills shortages, and, until recently, soaring house prices, are changing the cost structure to the advantage of the regions outside of the South East.

This change is an underlying factor to help regional recovery, to help other regions catch up with the South-East. It opens up the possibility of

future change, but so far little more than that. This is clear in the unemployment figures.

The rate of unemployment has become a powerful statistic since 1979, and one that is used frequently to take the temperature of the health of the regions. Ministers proudly proclaim the month-by-month fall. But this ignores the fact that, on a more localised basis, male unemployment is still high in parts of the regions, as the maps on pages 4 and 5 show.

Unemployment figures are one measure - albeit rather inadequate - of the diversity within regions. Unemployment blackspots are balanced by areas which are much more buoyant in all of the regions. Good communications can be seen to be an important factor in identifying the areas of recovery. The east-west M62 corridor and the southern end of the M6 are good examples. They support bids by the regions for accelerated roads-building programme, and improved rail links.

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Illustration by Ann Chasseand	
Maps by Bob Hutchinson	

Total employment in the South East



Then there have always been local pockets of prosperity in the Midlands and the North, like Solihull, Harrogate, Matlock and Macclesfield. In her rare references to the regions, Mrs Thatcher has emphasised these bright spots. In response to a Parliamentary question two years ago, she said: "You are quite wrong in trying to give any impression that the North of England is down and out when very many parts of it are very prosperous."

Mrs Thatcher is right, but it is not an argument for there being no division. If north and south contain pockets of prosperity and poverty, a lower average figure on a measure of living conditions for one area means that its better-off places are outweighed by much worse conditions in its poorer parts. (Jim Lewis and Alan Townsend, *The North-South Divide*, to be published next month by Paul Chapman, \$12.95.)

Taking employment as a measure, the graph (proportion of jobs in the south) shows that, historically at least, the south has been the clear winner in jobs. Service employment has grown throughout the country, but faster in the south. The net job gain between 1983 and 1987 was 1 per cent in the north, compared to 6.1 per cent in the south. Income and expenditure figures likewise show not only higher levels for the south but

Continued on page 10

HOW BUSINESS USED TO BE SHAPED IN THE BLACK COUNTRY.

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And less than two years from the foundation of the Black Country Development Corporation, the foundations of some striking new developments are already being laid.



THE SHAPE OF THINGS TO COME.

Sandwell Mall, at 120 acres one of the largest mixed retail/leisure/entertainment developments in the UK, is now on schedule for opening during 1992. This proposed development by Speyhawk/Alton has been made possible by a partnership between Sandwell Metropolitan Borough and the Corporation, and is typical of the cheerful spirit of co-operation in the area.

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THE INDUSTRIOUS REVOLUTION

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 Organisation _____ Address _____ Telephone _____



BRITAIN'S REGIONS 2

Geographical division of wealth has widened in the past 10 years

Lop-sided recovery of 1980s

IN THE debate about Britain's north-south divide, one assertion is beyond doubt: the abundance of anecdotal evidence far outstrips the availability of comprehensive economic figures.

From economic statistics it is hard to make more than generalisations about the split of incomes and assets between regions, cities and between rural and urban areas. In contrast, saloon bar debate will yield a dozen stories about how much better off individual households have become by moving out of town or from south to north.

Region	% GDP per head (UK = 100)		
	1977	1981	1987*
North	94.3	93.7	93.9
Yorkshire & Humberside	92.1	91.7	92.7
East Midlands	87.2	87.1	88.2
East Angles	97.4	97.3	98.5
South East	112.2	117.5	118.5
Greater London	122.5	128.5	129.4
Rest of South East	104.1	110.1	111.5
South-West	92.1	93.2	94.0
West Midlands	97.4	98.5	91.5
North West	95.5	94.3	92.8
ENGLAND	101.5	102.1	102.4
WALES	85.9	83.3	82.4
SCOTLAND	87.1	86.8	84.5
NORTHERN IRELAND	78.9	78.2	77.4

* Provisional Source: CSE

A good starting point is regional figures for gross domestic product. These give a guide to the level of activity in an area, reflecting both output and incomes. Latest figures published by the Central Statistical Office map trends in the decade to 1987, showing how regions compare with UK average GDP in each year. The figures are calculated per head, which takes account of the large population differences.

Not surprisingly, Greater London ranked top at 29.4 per cent above average in 1987. Next highest was the Rest of the South East, where GDP was 11.5 per cent higher than the average. Other regions were all below average - giving some impression of the tilt towards the South.

Northern Ireland is at the bottom of the league, at 22.5 per cent below average. One rung up was Wales and then, slightly higher, north England. Looking back 10 years shows the difference between the extremes has grown; the South-East has become more affluent relative to the average, Northern Ireland relatively worse off.

In other areas the story is different and suggests the pattern of a growing north-south divide is not clear cut. In the North, for example, GDP per head relative to the UK showed a slight increase in 1987 following a sharp fall between 1981 and 1986.

The problem with GDP figures is the difficulty in accounting for price differences between regions. If the rate of inflation has varied significantly across the UK - which seems likely given the lop-sided character of economic recovery in the 1980s - the measure will be a less accurate

indicator of standards of living. Probably most distortion is due to the effect of house prices. For existing owners, higher prices boost wealth and, in recent years, has encouraged rapid growth in equity withdrawal, boosting consumer spending. For new buyers, however, higher prices mean higher mortgages relative to incomes and therefore less for discretionary spending.

At the same time, migrating households have been able to take advantage of house price differentials to sell property in a high cost area and buy in a cheaper region, unlocking capital and boosting spending in regions such as north England. The effect of the variation of house prices is apparent from

Probably most distortion (in GDP figures) is due to the effect of house prices

surveys by The Reward Group, the pay and cost of living advice company. It constructs a "quality of life" index which compares the average salary of a middle manager with the cost of living in a region. Salaries and costs are calculated relative to the national average.

The costs assume a household has to buy a house in the region, which means the spread of the results across regions is exaggerated as the house price divide widens over time.

Its latest survey in September showed that at the bottom was Greater London where costs of living were 36.1 per

more or less constant, total incomes per head vary according to the number out of work. In this respect East Angles and the South-East fare best. However in the late 1980s, with unemployment often falling fastest in the more depressed areas, the North could be catching up.

More localised unemployment figures can be used to give an insight into the split between rural and urban areas. Greater London's unemployment rate of 8.8 per cent in October 1987 compared with an average of 7.7 per cent for the whole of the South-East. In the North West, the region's unemployment rate was 14.0 but in Merseyside it was 19.2 per cent.

This sort of measure, however, gives only a limited impression of relative wealth. They are averages for large regions (the South-East, for instance, has a population of 17.3m) disguising the extremes and variations around regional averages. Part of inner London, for instance, are among the most deprived in Europe.

Recent figures for total wealth including financial assets by region are not readily available. Other guides to relative prosperity may provide a partial insight - for instance figures for the consumption of consumer durables.

Ownership of, say, video recorders is likely to reflect general wealth and confidence about economic prospects as well as incomes. In 1984-85, video recorder ownership varied from 22 per cent of households in Northern Ireland to 32 per cent in the South-East.

Another snapshot of the quality of life comes from a survey conducted by MORI on behalf of the recruitment consultancy Hoggett Bowers and published in December. This showed company directors and executives in the north of England are happier about their life-style than counterparts in the south.

In contrast a survey of business leaders' opinions by Manchester Business School in October showed a majority of chief executives and finance directors in south England regards a significant part of the north as a cultural desert, set in attractive countryside but with a unimised, disruptive workforce.

Ralph Atkins Economics Staff

POLITICAL DIMENSIONS

The anger of 'two nations'

PERHAPS more than any other subject, the north-south divide is guaranteed to send pulses racing and temperatures rising at Westminster.

In a place where everything from the fate of donkeys to the future of football can bring MPs to boiling point, the Commons reserves a very special passion for the "two nations" issue.

It is, variously, a scandal, a subject for national shame, a cruel manifestation of uncaring Thatcherism or, conversely, an over-simplistic analysis, an entirely false premise, a political chimera employed by desperate critics intent upon devaluing the government's economic miracle.

But if the subject can give rise to almost as many opinions as there are MPs, there can be no disagreement about the divide which now characterises the political map of the United Kingdom.

It is a phenomenon which has been underway for at least the last thirty years, with party support increasingly reflecting the continuing tilt in the geographical axis of economic growth: the Conservatives have advanced most where there is economic growth and security and least where there is deprivation and decline.

Since the 1950s, the long-term swing in favour of the Conservatives has been in the south and the Midlands, the suburbs, the small towns and in the countryside, where they have always been dominant. The shift towards Labour, on the other hand, has been in the north and in Scotland and in the inner-cities.

The effect has been dramatic. According to Prof Ivor Crewe of the University of Essex, Labour's share of the national vote fell by six per cent overall between 1959 and 1987, but it was down by as much as 16 per cent in East Angles and 14 per cent in the south west.

Above the Humber-Mersey line, however, Labour raised its share of the vote, by between five and seven per cent in the north and north west and by 14 per cent in Scotland.

with its continuing grip on several inner-London constituencies keeping alive its aspirations in the south. Even there, traditional Labour strongholds like Battersea fell to the Tories.

If Labour is to stand any chance of winning power at the next general election, then it has to rekindle its appeal to electors in the south and pick up seats which, at present, seem well beyond its reach. To make matters worse, boundary changes in the pipeline shift the balance further in favour of the Tories, making Labour's task an even bigger uphill struggle.

The challenge has not gone unnoticed. Earlier this month, it was announced that Mr Gordon Brown, the shadow Treasury spokesman, is to embark on a tour of the Tory heartlands which the leadership accepts it must at least partially regain if Labour is to avoid its fourth consecutive election defeat.

As for the Tories, for strength in the south road weakness in the north, where support has slowly been eaten away. While in 1959, the cities of Glasgow, Edinburgh, Liverpool, Newcastle, Bradford, Leeds, Manchester, Sheffield and Hull had returned no fewer than 28 Tory MPs, by 1987 the number was down to five.

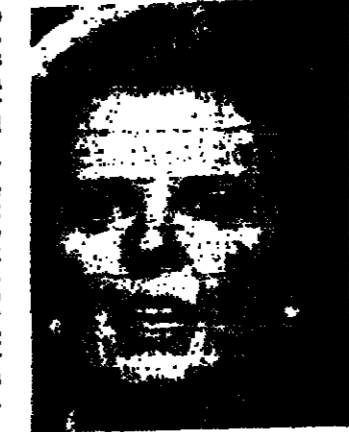
Nowhere is the Tory dilemma clearer than in Scotland, where its failure

Nowhere is the Tory dilemma clearer than in Scotland, where its failure to rebuild popularity, combined with Labour's perceived inability to influence events at Westminster, threatens to rekindle a wave of support for the nationalists

to rebuild popularity - combined with Labour's perceived inability to influence events at Westminster - now threatens to rekindle a wave of support for the nationalist movement.

After the 1987 election, Tory representation in Scotland dwindled to just ten MPs, fewer than half the previous level. By contrast, Labour finished with 50 seats, one of which it has since lost to the Scottish National Party.

One of the first decisions taken by the Tory party after its awful showing in Scotland



Mrs Thatcher: No to devolution of political power

was to beef up the party machine north of the border in an attempt to establish a broader activist base. Despite the efforts of Mr Malcolm Rifkind, the Scottish Secretary, and his team to demonstrate to an ungrateful Scotland that it is sharing in the nation's economic boom, their efforts have failed to make any significant impact.

According to Mr John Currie, lecturer in politics at Strathclyde University: "Although not as powerful an influence as the class divide, it seems as though there is now a regional cleavage in British politics. In other words, some people are deciding to vote Conservative or Labour not because of, for example, their

different to those held in the south.

Those living in the economically less affluent half of the country are, understandably, more likely to believe that there should be greater economic equality in society and apparently favour state action to bring it about.

Most Tory MPs continue to reject the notion of any significant, geographical divide between the "haves" and the "have nots". They claim that the government's economic policies are working to the benefit of the whole nation and that, quite naturally, those areas with the deepest problems will take longer to reap the benefits.

They point to basic economic indicators like the unemployment rate and emphasise that it is falling in all areas of the country, with some of the sharpest reductions recorded in northern regions.

Labour, together with the other opposition parties, remains totally unconvinced and claim that the government's only achievement has been to deepen the regional divide.

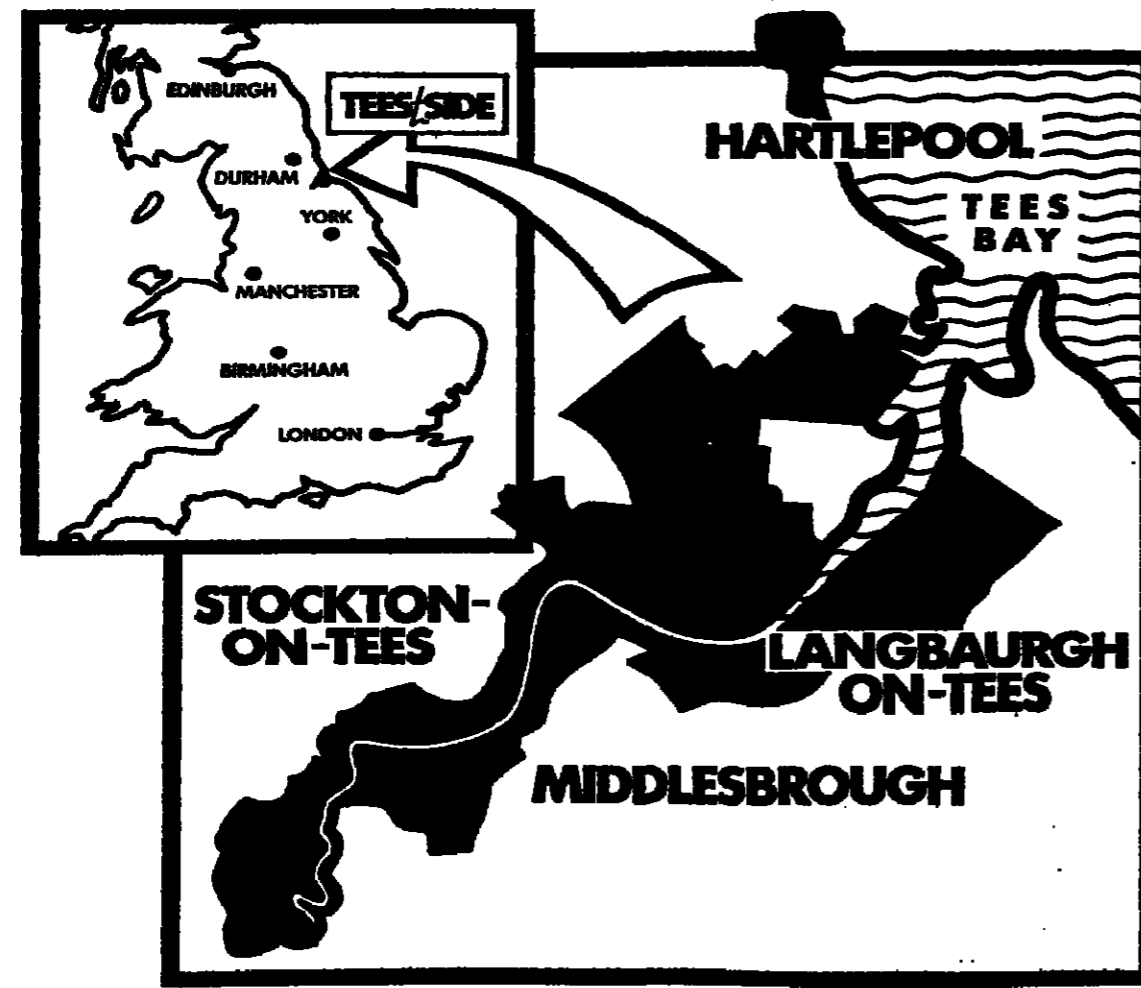
They allege the government has no real regional policy aimed at stimulating investment and economic activity away from the south and claim it is content to concentrate resources in a way which helps consolidate its voting base, leaving the north with little political clout - to look after itself. Market forces, they say, should not be left to render one region prosperous at the expense of another's bankruptcy.

The issue has helped revive the debate on the need to return political power to the regions, accompanied by fresh calls for devolution and the establishment of a network of locally-elected regional assemblies with powers to raise finance and preside over their own economies.

Mrs Thatcher will have none of it. Her government, she intones, was elected to serve all of the United Kingdom and that it was it will do. Whether it is as united as she supposes will remain a topic for angry debate.

Michael Cassell Political Correspondent

TEES/SIDE Initiative DEVELOPMENT CORPORATION



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- Middlehaven - a redevelopment of Middlesbrough Docks to create a high quality residential, business and leisure centre
- Langbaugh Motor Sport Park - an exciting road and track based facility for a variety of two- and four-wheeled sports **LAUNCHED**
- Teesside International Nature Reserve - opening up and expanding an existing world stature estuarine wildlife sanctuary
- Tees walkway and weir - providing pleasant access to a tide-free river frontage

'We are setting out once again to be ahead of our time..!'

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BRITAIN'S REGIONS 3

Emphasis is on inner cities, enterprise and inward investment

Grants are more selective

MRS THATCHER'S distaste for intervention in the economy has resulted in the steady erosion of a Government policy...

Critics calculate that regional assistance has been cut by around half since 1979. The emphasis has shifted towards greater selectivity...

Lord Young, Secretary of State for Trade and Industry, the department with responsibility for regional policy in the UK...

Over the next few years, regional policy in the UK will be increasingly influenced by the European Community...

While Lord Young pursues the policy of fostering enterprise, he is as anxious as his predecessors to make sure that Britain attracts overseas investment...

Mr Peter Walker is similarly enthused with the impact of Japanese investment on the economy in Wales. More recently, he praised the decision by Ford to locate its \$2.2bn automotive engine plant at Bridgend...

Government assistance in its various forms has been exceeding \$500m a year and in the early 1980s was considerably higher. But, as payments on the automatic type of grant are phased out, it would be surprising if this figure did not fall...

Most companies are also looking for government financial assistance. Northern Ireland can offer the highest grants in the UK - up to 50 per cent of the capital cost of new plant is available...

Urban development corporations (UDCs) have proliferated from the original two in London Docklands and Merseyside. They now cover large areas of Manchester, Teesside, the Black Country, land on the banks of the Rivers Tyne and Wear, and Cardiff Bay...

The corporations have the power to acquire land and prepare sites for sale. They are also the planning authority (except in Cardiff Bay). As a means to accelerate development in run-down areas, it has worked well in London Docklands and, to a lesser extent, on Merseyside...

Enterprise zones, some of them in the UDC areas, are the only locations where tax benefits are available to investors. Rates holidays are the other main incentive. Most of the zones around the country are moving in to the second half of their 10 year lives...

Mr Moore, explaining his decision, said: "Pierce competition for staff and premises has resulted in high staff wastage and deteriorating working conditions."

Mr Brian Street, chairman of the south eastern regional council of the CBI said: "Many firms in the region believe there is no alternative to the release of more land for housing if the productive effort of local companies is not to be constrained."

These pressures will not be lessened by all the development and business opportunities which are likely to arise as a result of the construction of the Channel tunnel and the development of improved transport links to the tunnel which is due to open in Spring 1993.

Mr Moore, explaining his decision, said: "Pierce competition for staff and premises has resulted in high staff wastage and deteriorating working conditions."

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What's available

European Social Fund Financial assistance to support the cost of vocational training and job creation schemes. The Fund publishes management guidelines each year under which assistance is directed towards certain priority training schemes...

Regional Selective Assistance A grant (on very rare occasions a soft loan) related to industrial and commercial projects which bring an identifiable regional and national benefit and create or safeguard employment in the assisted areas...

Specialist grants are available for promoting tourism, and the European Community has funds to assist investment in the marketing and processing of agricultural products...

which will be the minimum necessary for the project to go ahead on that basis. City Grant Support for capital investment projects which benefit rundown urban areas in England. They must provide jobs, private housing and other benefits, exceed £200,000 in value and require public assistance to proceed...

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Gap narrows very little

HOUSING

NOWHERE is the divide between the economies of northern and southern Britain more visible than in the wide gap between house prices in different parts of the country...

The high cost of houses in south east England is a major obstacle to job recruitment. Employers in very few cases can offer sufficiently large salaries to compensate employees for the higher cost of houses in the region...

The lack of an adequate private rented housing sector in Britain, as well as long waiting lists for council housing, makes it even more difficult for skilled workers who want to move to the South-East where there are better job opportunities...

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Table with 3 columns: Region, Average price, Annual % rise 1988. Rows include Greater London, South East, East Anglia, South West, East Midlands, West Midlands, Yorkshire & Humberside, North West, North, Scotland, Wales, Northern Ireland.

Source: Halifax Building Society

peripheral regions languished more than in the 1960s and 1970s when strong regional policy measures brought a revival to the peripheral...

The economic spillover from south east England has already left its mark on the housing market. Last year house prices in regions adjoining the South-East soared as commuters seeking pleasant surroundings, and unable to afford prices in London, moved out even further from the capital...

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prices rose by 19 per cent in Scotland by 14 per cent; and in Northern Ireland by 8 per cent. The pace at which prices have been rising, however, has altered materially during the last few months as interest rates have risen. In the south, prices are barely moving and in parts of London have fallen...

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desirable market towns and cities in southern Britain.

The general run of housing, however, is far cheaper, allowing home owners to get much more for their money than those in the south. This may be one reason why a recent survey of company executives found that those in the North claimed to have a more comfortable lifestyle than their higher-salaried counterparts in the South.

Staff, however, may be reluctant to move to other regions. Those moving north fear that when the time comes to return south the profits from the sale of their northern home will not be enough to afford to buy back into the market.

Those moving south complain they will have to take a cut in their standard of housing, despite higher salaries. A survey by the Confederation of British Industry of 200 companies in south east England last summer showed almost 60 per cent of them had major problems recruiting labour because of high house prices and a shortage of low-cost rented accommodation.

Despite this, more than half the companies surveyed, in Sussex, Surrey and Kent, planned to increase their workforce significantly during the next two years.

One large Kentish company said high house prices had meant that staff from the north "had invariably been forced home to rejoin the dole queues" despite generous incentives offered by the company. A few firms said they were considering offering company housing.

Mr Brian Street, chairman of the south eastern regional council of the CBI said: "Many firms in the region believe there is no alternative to the release of more land for housing if the productive effort of local companies is not to be constrained."

These pressures will not be lessened by all the development and business opportunities which are likely to arise as a result of the construction of the Channel tunnel and the development of improved transport links to the tunnel which is due to open in Spring 1993.

Andrew Taylor

Talent Ability

Talent abounds on Teesside. The talent of an industrial and commercial base established for over a century. The talent of giant corporations and of smaller specialist enterprises. The talent of Teessiders - whose skills reach right across heavy and light engineering, chemical and petrochemicals engineering, metals production and application, major port and oil terminal operation, computer exploitation, food technology and design, research and development, and professional services of every kind. Talent expressing itself in -

- ICI's Wilton plastics and petrochemicals site which includes Europe's largest petrochemicals complex and ICI's Materials Research Centre
British Steel's 3,000 acre plant operating Europe's largest blast furnace, producing three million tonnes of steel a year
Davy McKee's engineering and construction organisation serving the world's iron, steel and metal forming industries
BASF Chemicals' Seal Sands plant producing raw materials for acrylic and nylon fibres and engineering plastics production
Phillips Petroleum's North Sea terminal, handling every drop of oil from the Ekofisk fields, and processing, storing and loading it to tankers
Europe's biggest CAD/CAM centre - on Middlesbrough Enterprise Zone - and Teesside Polytechnic's CAD/CAM capability
RHM Foods' and other specialists' food and drinks development
Nissan's purpose-built terminal through which the bulk of its Japanese-made vehicles are distributed direct to UK dealers - and its UK production exported
Redpath Offshore, Whessoe and Davy Offshore, module makers to North Sea oilfields, poised for the future challenge
Davy Forge's advanced metals production techniques, meeting the exacting needs of aerospace, defence and medical technology

The biggest of them all, with great powers of control over 19 square miles of land, Teesside Development Corporation has the ability to harness Teesside's many strengths and place them at the service of investors and developers. The Development Corporation has an enthusiastic and representative Board drawn from every section of the community - including Local Authorities which have laid much of the foundation of new industry and facilities on which the TDC is building. Among Teesside's multiple strengths -

- The commitment to its renewal programme of major development and investment forces: British Urban Development, Brookmount, Lovell Partnerships, Murray International, FosTel, Trafalgar House, Taylor Woodrow, AMEC, Sir Alfred McAlpine, BICC, Costain, John Laing, Mowlem, Tarmac, Wimpey McLean Homes, Bellway Urban Renewals
The UK's second largest port in volume of trade handled - and the North East's principal gateway to and from Europe and the rest of the world
Through its port and excellent motorway and rail links, command of a massive population market in the UK and on the European mainland
A vote of confidence from major foreign investors. Already established on Teesside - companies from Japan, Hong Kong, Singapore, Germany, Scandinavia, the Netherlands and the USA
A lifestyle, derived from a compelling partnership of urban amenity and easy access to incomparable coast and countryside, voted near the top of the UK league table
All the financial incentives implied in Teesside's continuing status as a Development Area with two Enterprise Zones. Plus European community grant and loan opportunities
To find out more about Teesside's Initiative, Talent and Ability: Contact Duncan Hall, Chief Executive, Teesside Development Corporation, Tees House, Riverside Park, Middlesbrough, Cleveland TS2 1RE. Tel: (0642) 230636 Fax: (0642) 230843.

'...where you have initiative, talent and ability, the money follows'

The Rt Hon Margaret Thatcher, Prime Minister, Teesside, 16 September 1987

TEES/SIDE Initiative Talent Ability

BRITAIN'S REGIONS 4

TransPennine route to northern growth

THE NORTH is redefining itself. This month a new organisation called TransPennine launched an action plan for 1989, appointed its first officers and announced a seminar at Bradford University in May to work out how the north can promote itself with one voice.

The chairman is Mr Justin Kornberg, the head of Lister, the Bradford textile company. TransPennine was his idea. He used to call it the M62 Club. He defines TransPennine as a new region running from Liverpool to Hull along the M62 and taking in all major conurbations within 25 miles on either side.

Mr Chris Haskins, the chairman of Northern Foods, is its vice-chairman. Mr Paul Fletcher, a former Manchester Polytechnic lecturer who now chairs Pennine Heritage, has been appointed executive director.

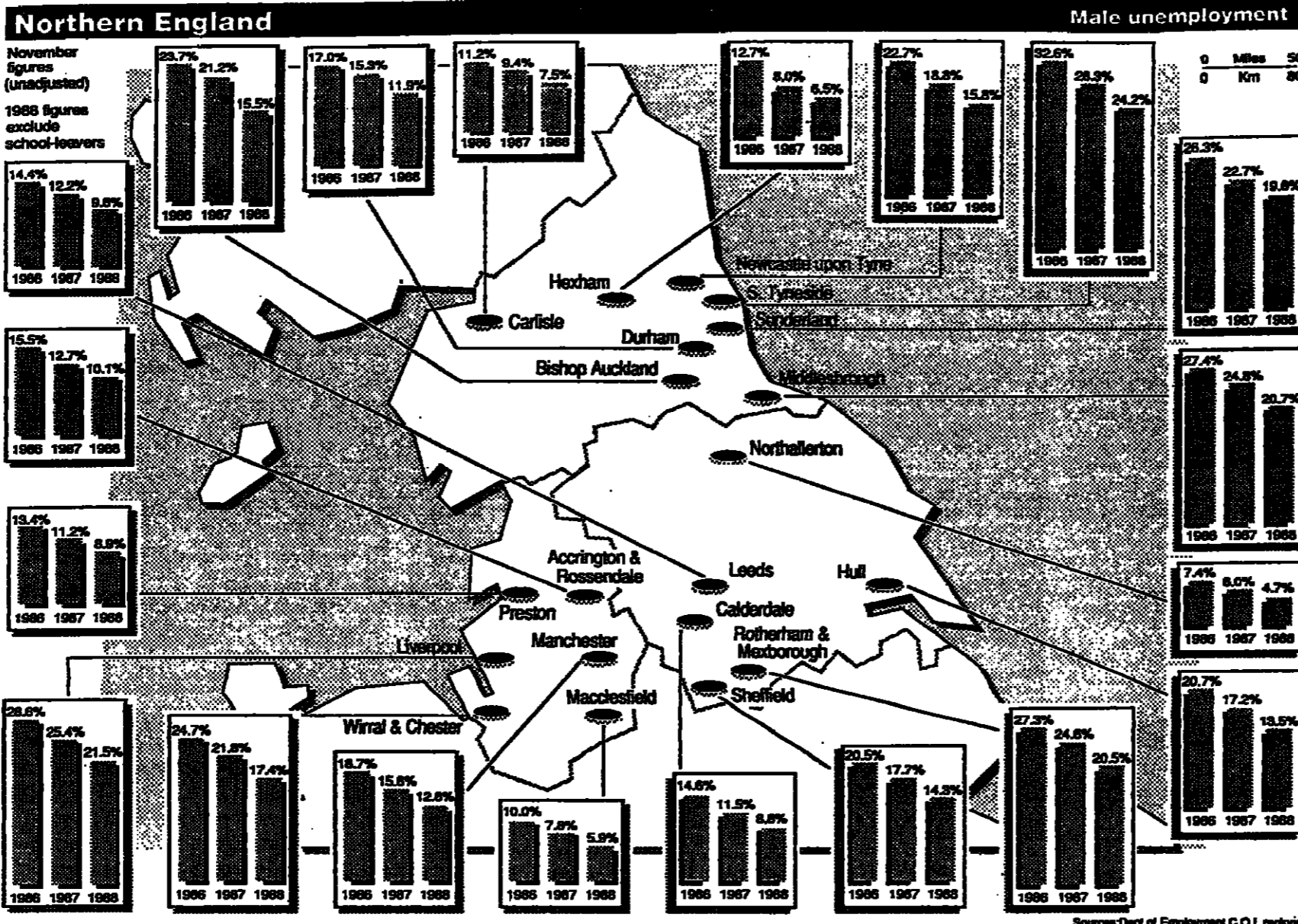
The headquarters are in Hebden Bridge, in the middle of the Pennines in West Yorkshire, a few miles from the county border with Greater Manchester. There is also heavy support from the private sector, including Barclays, Grand Metropolitan, Laporte, Nabisco, NatWest, Pilkington, RHM, Rowntree, the Royal Bank of Scotland, Tesco, TFF, Unigate, Unilever, and Yorkshire Bank.

Less than 20 years ago, few believed that a road could make such a difference, but it has. The M62 established an all-weather road across the Pennines for the first time, firmly linking the fundamentally strong economies of Greater Manchester and West Yorkshire and putting their regional capital in the centre. Manchester and Leeds, now only 40 minutes from each other.

Each city has witnessed a marked growth in its professional and financial services in the past few years, with thousands of new jobs created. This is a sign of something important, merchant banks, venture capital funds, accountancy practices, entrepreneurial activities do not appear unless there is a market to service.

A major geographical boundary - the Pennines themselves - has been all but eliminated. Yet the fact that the Pennines are still a boundary for administrative and statistical purposes means that the figures by which we analyse what is going on in the northern economy no longer truly reflect what is happening and why.

A closer look shows that British economic growth has not been rippling north and west in an even fashion. There is substantial restructuring of local economies, but across traditional boundaries. The effect is to make the overall picture in parts of the north look better than it really is.



The Government divides the north into three economic regions - the North-West, Yorkshire and Humberside, and the "standard North," which consists of the North-East and Cumbria, although, confusingly, the Manchester offices of at least two Government departments claim Cumbria as theirs.

That aside, the three regions house nearly 15m people, with the North-West the biggest - home for more than 6.5m - and Yorkshire and Humberside containing nearly 5m others.

Two of the great engines of the UK economy are there. The North-West produces 11 per cent of Gross Domestic Product and Yorkshire and Humberside 9 per cent. The "standard North," which contributes only 5 per cent, is the least able to stand on its own feet.

As a new region, TransPennine would therefore account for one-fifth of the UK economy, making it twice as big economically as the whole of Greece. More importantly, it would help pull together even more strongly the two hearts of the re-emergent north - Greater Manchester and West Yorkshire.

Research in the North-West by SI, the venture capital group, has shown that entrepreneurship flourishes where there are lots of medium-sized, usually privately-owned businesses where people can learn problem-solving skills and then branch out on their own.

This in turn suggests that economic recovery should be fastest and deepest where the local economy is most broadly based, where the mix of large, medium-sized and small businesses is a well-balanced pyramid and where there is a spread of industries, commerce and services across several sectors.

In the north this is along a broad M62 corridor between the M5 and A1. Merchant banks in Manchester and Leeds are fighting for a huge corporate market in this corridor, where, they say, there are hundreds of medium-sized, privately-owned companies, each turning over up to £7m a year and making around £750,000 in pre-tax profits.

The number of quoted companies in the area - according to Henry Cooke, the Manchester-based financial services group, there are 215 based in Greater Manchester's hinterland - is further support for SI's hypothesis of business formation, company development and economic growth; flotation is one way that entrepreneurs past and present can realise their growing equities.

According to the Huddersfield-based BWD financial services group, the Yorkshire and Humberside region houses the registered offices of 136 quoted companies. West Yorkshire has 81 of them, compared with 26 in South Yorkshire, 15 in North Yorkshire and 12 in Humberside. Excluding North Yorkshire, which is a special case because of its sparse population, South Yorkshire and Humberside prove the point.

Their economies have been based narrowly on industries such as coal and steel, or fishing and ship repair, or dominated by large employers or capital intensive industries such as chemicals, where few workers are needed and entrepreneurial skills are not required among most of them.

The North-East adds more weight to the argument. Again coal, steel and chemicals have been big employers, along with

shipbuilding and heavy engineering. There are only 29 quoted companies headquartered there. On Teesside the figure is two.

The proliferation of locally-based venture capital funds - there are 14 in Yorkshire, mainly in Leeds, compared with only one six years ago - shows where the financial services industry thinks most future flotations and the best pickings are going to be.

The picture thus emerging is of an increasingly prosperous inner core straddling the Pennines along the M62, while the more narrowly-based economies of Merseyside, Humberside, South Yorkshire, Teesside and Tyneside all lag behind.

This is not to say that things are not considerably better than they were in these places. All of their retailers had a very happy trading Christmas. Mortgage rates are hardly a factor when housing prices are minuscule in southern terms.

What new industry there is doing well - as are the slimmed down survivors of old industry. But doing better is the high technology industry which is relocating alongside established survivors in the desirable rural or semi-rural areas of Cumbria, east Cheshire around Manchester Airport, and the market towns of North Yorkshire and Northumberland.

The picture is of uneven success across the North as a whole. It is illustrated most clearly by male unemployment rates. Last November's - issued in December and the latest available at the time of writing - show the North-West's overall rate was 10 per cent, Yorkshire and Humberside 8.8 per cent, and the "standard North" 11.5 per cent.

These look a reasonable improvement over recent years, but they are misleading because they include very low rates of unemployment among women. Not only are these likely to be an imprecise record of female unemployment - the rules do not allow many married women to register - but in many places with high male unemployment the low rates among women reflect substantial part-time feminisation of the workforce in sectors such as retail services or light manufacturing.

Male unemployment rates measure the success of restructuring where thousands of men's jobs have been lost to recession or redundancy in old industries because of technology - as in, say, steel or glass-making - or changing pat-

N.Ireland's twin targets

OFFICIAL Government figures show that people in Northern Ireland are as concerned about unemployment as they are about terrorism.

Statistics released by the Policy Planning and Research Unit (PPRU) in Belfast last month support the view that the community regards the battle for jobs and prosperity as important as security initiatives or efforts to make political progress.

Genuine concern over the future of two of the province's biggest employers, Harland and Wolff, the Belfast shipbuilder, and Short Brothers, the aircraft and missiles manufacturer led to a mass demonstration recently in Belfast.

The Government insists that privatisation offers the best long term hope for the future but that view is not shared by the 11,000 employed by the two companies. Privatisation has produced talk of British "economic withdrawal" - an allegation denied by the Government which has maintained a high level of public spending in the province.

Public expenditure amounts to around 70 per cent of the province's Gross Domestic Product and more than 40 per cent of employment. While present levels of spending are likely to continue the Government has made it clear that Northern Ireland will not be set apart from general economic policy.

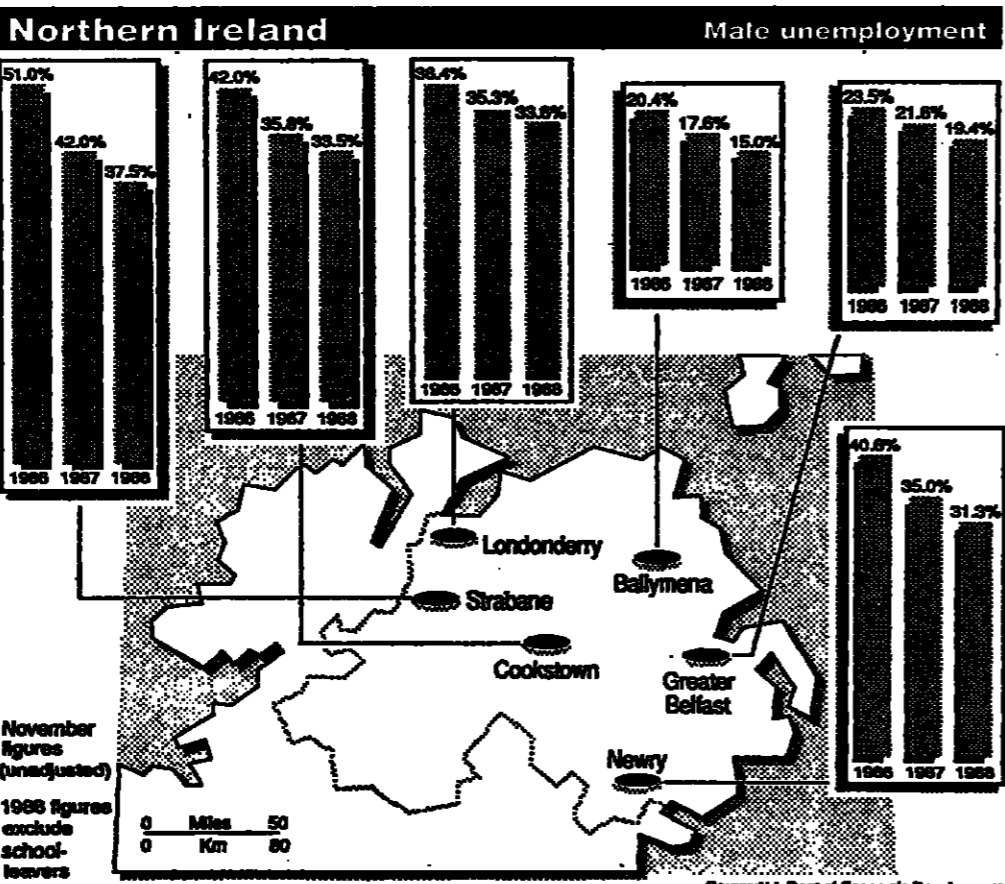
A banking "task force", set up under the auspices of the Government's Pathfinder initiative aimed at building a stronger economy, has investigated ways in which public funds may be "crowding out" the private sector.

While many private sector projects are heavily dependent on Government assistance, the long-term objective is to encourage higher levels of private investment.

Two recent investments, which will create hundreds of jobs in unemployment blackspots, suggest that Northern Ireland has a lot to offer potential business customers.

Montupet, the French car components company, is creating 1,000 manufacturing jobs in a \$50m investment at the former John Deere car plant in west Belfast, and South Korea's Daewoo Electronics group is creating another 600 jobs in an \$18m video recorder factory at Antrim.

Both projects were secured with the help of substantial Government finance and



arrived at a time of steadily falling unemployment in the province.

Although the underlying trend of unemployment is down, at around 15.7 per cent the province still has the highest unemployment rate in the UK with some areas among the worst in western Europe.

Cookstown in Co Tyrone topped the unemployment league in November with a rate of 32.6 per cent, followed by Strabane with 28.6 per cent and Newry with 28.6 per cent. In contrast the greater Belfast area which includes several satellite towns had an unemployment rate of 15.3 per cent and Ballymena had 11.7 per cent.

The Government has earmarked \$24m for industrial development and related support services next year and estimates that its plan will create more jobs.

Announcing public expenditure of \$5.5m in the province next year, Mr Tom King, Northern Ireland Secretary, said recent investments and prospects for UK industry as a whole suggested the province was poised to reap the benefit of higher levels of investment and a higher level of new jobs than before.

But in spite of Government optimism about investment, economic surveys have not been encouraging. A report published by the Northern Ireland Economic Research Centre this month suggests that the province's economy will grow slower than the national average and unemployment will rise to 19 per cent. And unlike other regions, Northern Ireland's population will continue to rise, the report adds.

Dr Gudgin, the report's editor, states: "Although congestion and labour shortages in the South-East (of England) will lead to decentralisation of economic activity to neighbouring regions, there is little sign that this process will be strong enough to benefit peripheral regions like Northern Ireland."

The Allied Irish Bank's recent economic review said that given the reliance on Gov-

By Our Belfast Correspondent

Wales: an east-west divide

GIVEN ITS position on the "wrong" side of the Humber-Severn line, there has been remarkable optimism, bordering in some circles on euphoria, over the economic prospects for Wales.

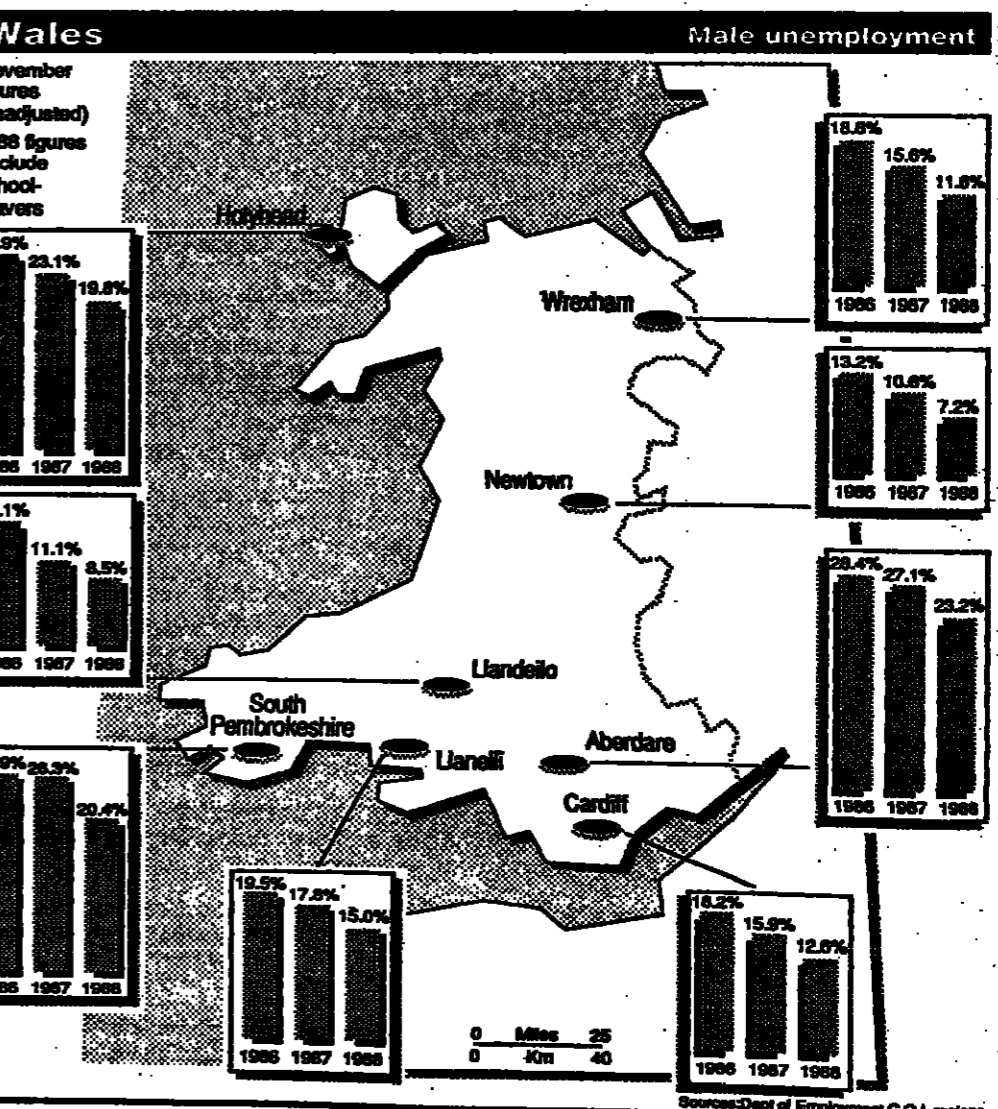
The Secretary of State for Wales, the development agencies and employers' organisations talk enthusiastically of an economy "on the move". Even Cambridge Econometrics, in its recent survey of regional prospects concluded that, of the peripheral regions, Wales is the one likely to fare least badly over the next decade.

It is not difficult to find reasons for this optimism. Manufacturing output has grown by 15 per cent since 1982; construction activity, a leading indicator, has increased by 30 per cent in the past two years; and unemployment, which exceeded 17 per cent in 1986, currently stands at 9.8 per cent. But the improvements are not as solid as they appear. On closer examination the recovery appears uneven and fragile.

The most encouraging feature of the decade has been the persistent growth of manufacturing. Electrical engineering has grown particularly well, output having increased by 30 per cent since 1982. This partly reflects Wales' remarkable success in attracting Japanese and other foreign companies, which are well represented in this sector, and partly a strong and indigenous presence in the form of the AB Electronic Products Group.

The electronics industry, however, illustrates clearly the geographical unevenness of growth: a high concentration of new developments is within a few miles of the eastern half of Wales' section of the M4. Indeed, growth performance generally seems to decline along an east-west gradient in south, north and mid-Wales. Excluding the Dyke and Peniarth areas of communities to neighbouring English centres of population are major characteristics of the more successful areas.

The most successful sub-region is the 40-mile coastal strip centred on Cardiff which includes South Glamorgan, south-east Gwent and the southern edge of Mid Glamorgan. Here, intermediate Area status and proximity to London have proved a big attraction. Major construction projects being mooted, like the second Severn bridge, the Cardiff docks redevelopment and the Severn barrage could



confirm this area as an "enclave" of south-east England.

In north-east Wales, a similar, if more modest, revival has been taking place. There has suffered badly from the partial closure of Shotton steelworks in 1980 which involved some 8,000 redundancies. Since then the availability of labour and sites, plus attractive financial incentives, and the area's proximity to large centres of population, have led to a reversal of fortunes. In central Wales, the strategy of Mid-Wales Development has also been to concentrate efforts close to the border, with Newport the chosen growth pole.

Wales' east-west divide is illustrated most clearly by the unemployment trends. Whereas male unemployment rates have remained stubbornly high in the more peripheral industrial towns like Holyhead and Milford Haven, those in the eastern growth areas are not only lower but have also shown a greater response to the general improvement in the economy.

The east-west polarisation is overlaid in the south by the uneven weakness of the industrial valleys which stretch from Dyfed to Gwent. The southern fringes of the valleys, close to the M4, are able to boast some successes in attracting new industry but these gains have been outweighed by the scale of contraction in coal and steel. Some 14,000 jobs have been lost in deep-mining since the end of the coal strike and further closures are planned. In less

Continued on next page

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BRITAIN'S REGIONS 5

Southern England: pressures of success

AN OPTIMISTIC view of the problems of overdevelopment in the south-east of England was taken by Mr Nicholas Ridley, the Environment Secretary, when he addressed the National Housing and Town Planning Conference recently.

He said that as a result of the steep rise in house prices in the South-East, people and companies were now beginning to leave the region and move back to the north and other areas where house prices are lower.

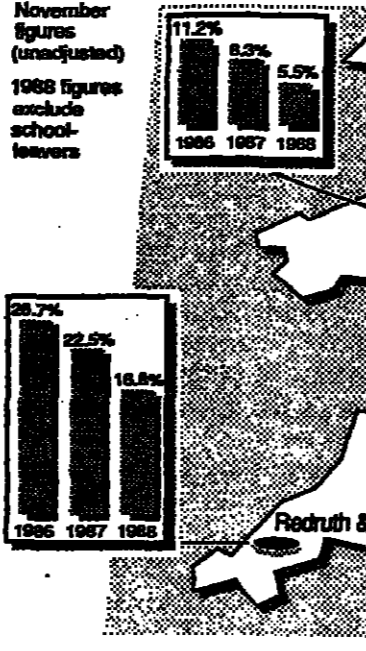
"What is important is that these movements are voluntary," he declared. "The Government is not in the business of ordering firms where to locate and people where to live."

But despite this view of events the controversy over overcrowding and building pressures in the South-East is likely to be with us well into the next century. Mr Ridley's critics, including environmentalists, planners and even some MPs in his own party, believe that Mr Ridley, a leading exponent of the concept of regional planning and is allowing piecemeal development in the countryside and small towns and villages.

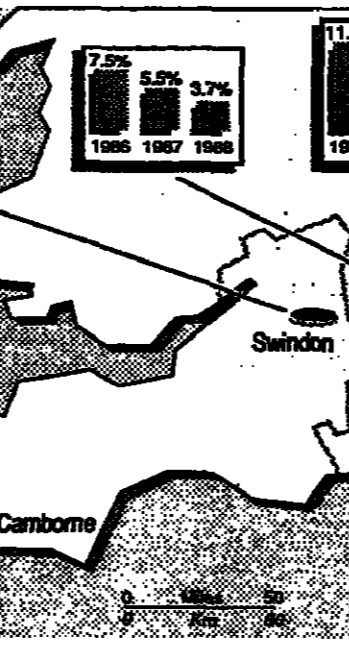
Channel Tunnel and its effect on Kent and the expansion of Stansted airport in Essex. In addition Mr Ridley is having to deal with a spate of new proposals for large out-of-town shopping centres. Currently he is considering planning appeals from developers for a series of such shopping centres in the green belt adjoining the M25 London orbital motorway.

Another controversy involves proposals for the construction of several new "country towns" which are currently in the planning pipeline. These schemes, being promoted by big groups such as Consortium Developments, would result in self-contained settlements of several thousand houses on rural sites. The developers would build and finance much of the infrastructure.

Southern England



Male unemployment



New Housing in South-East 1991-2001

Table with 2 columns: county, No. of dwellings. Lists counties like Bedfordshire, Berkshire, Buckinghamshire, East Sussex, Essex, Hampshire, Hertfordshire, Isle of Wight, Kent, Oxfordshire, Surrey, West Sussex, Greater London and their respective housing projections.

the countryside. But this begs the question. It is the sheer scale of development in rural areas outside the green belt that has so alarmed his critics. As a result of this he now faces opposition from about 100 Conservative MPs who are members of the Same Planning Group.

Planning policy is laid down by the Environment Secretary but a series of guidance notes to local authorities. But environmentalists complain that these give too much weight to the need for economic development in the South-East at the expense of conservation.

Midlands' internal variations

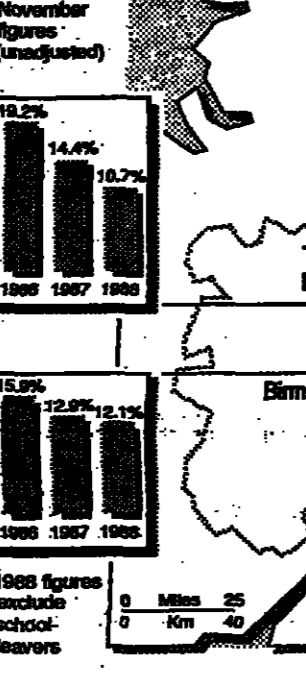
IT WOULD be natural to suppose that plans for a high-technology business park that could eventually create 12,000 jobs might be welcome in a region like the West Midlands, where male unemployment is over 12 per cent.

Not at Arlington Securities, the developer that wants to build the £100m park near to the M42 at Portway in Warwickshire, has run into angry opposition.

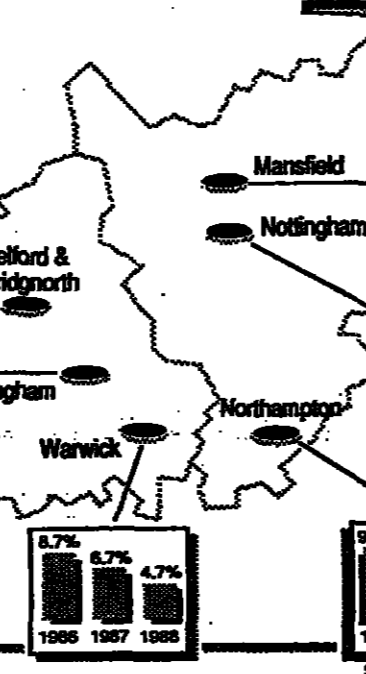
"We don't need industrial sites," says Mrs Shirley Brown, chairman of the Forest of Arden Action Group. "People around here are employed; we just don't need the jobs."

The trouble is that unemployment is not a problem in Warwickshire. Male unemployment in the county town's travel-to-work area is a mere 4.7 per cent and people in the surrounding villages are more interested in preserving rural tranquillity than they are in unemployment.

Midlands



Male unemployment



New Housing in Midlands 1991-2001

Table with 2 columns: county, No. of dwellings. Lists counties like Bedfordshire, Berkshire, Buckinghamshire, East Sussex, Essex, Hampshire, Hertfordshire, Isle of Wight, Kent, Oxfordshire, Surrey, West Sussex, Greater London and their respective housing projections.

irmingham of Britain's biggest convention centre has sparked a wave of investment in offices, shops and hotels that is changing the face of the city's central area.

The same impression is conveyed by house prices that last year were among Britain's fastest rising. Office rents hitting the £14 a sq ft mark for prime sites, and indicators of corporate activity such as Britain's second highest rate of stock market floatations last year after the South-East.

But the feeling of prosperity is easily dispelled. The visitor would not have to walk many hundreds of yards in almost any direction from Birmingham city centre to find himself amid depressing scenes of urban deprivation.

Nearly all the inner city wards - Aston, Handsworth, Ladywood, Nechells, Selly Oak and Sparkbrook - have male unemployment rates of 30 per cent or more.

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The old metal-bashing industries that sprang out of the ready availability of the industrial revolution's main raw materials - coal, iron and limestone.

Today, these much-reduced industries are in a strong recovery phase. But barely a day passes without more redundancies - not because of poor sales or profitability, but through a constant drive towards greater automation and productivity.

The divide between depression and prosperity in the Midlands therefore has more to do with the pattern of industrial development than with a clear-cut north-south divide.

"Businessmen look at the map, go up the M1, find Milton Keynes, investigate it, find it's just as bad as London, find Northampton's the same, and we're the next stop up the motorway."

Speckled picture in Scotland

AT A superficial glance, Scotland seems to be doing relatively well at the moment. Despite the onset of high interest rates, opinion surveys report that confidence among businesspeople is still strong.

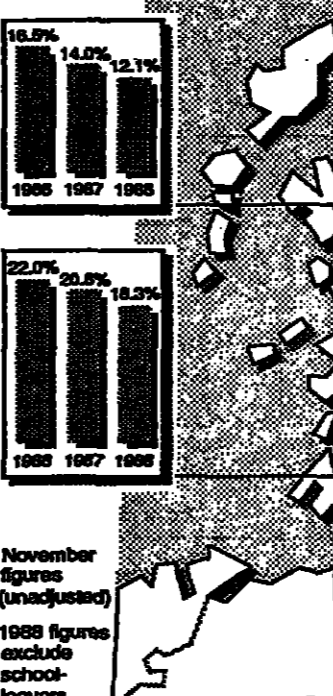
The economy is thought to be growing at least as fast as the UK economy as a whole. Average house prices in Scotland rose by a reasonable but unimpressive 22.1 per cent in 1988 compared with the UK figure of 34 per cent.

The upturn in the economy - which counts as a recovery rather than a mid-crisis - is due to a number of factors. The main reason for this was not because of the slow radiation of growth from the south of the United Kingdom, but because of the effects of the 1985 collapse of the oil price on the Scottish economy.

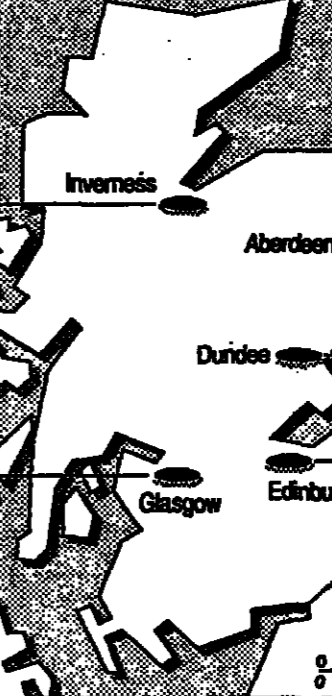
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Scotland



Male unemployment



den's rise in house prices last year, at 35.5 per cent, the second highest of the Scottish cities, after Edinburgh.

In the central belt, Edinburgh is doing fairly well but ought to be doing better. It has high male unemployment (see chart) and its population of about 440,000 is falling.

The real success - but with important qualifications - has been the Glasgow area. The export-oriented manufacturers of capital equipment in the towns surrounding Glasgow have mostly done well in the past year or two.

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An east-west divide

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BRITAIN'S REGIONS 6

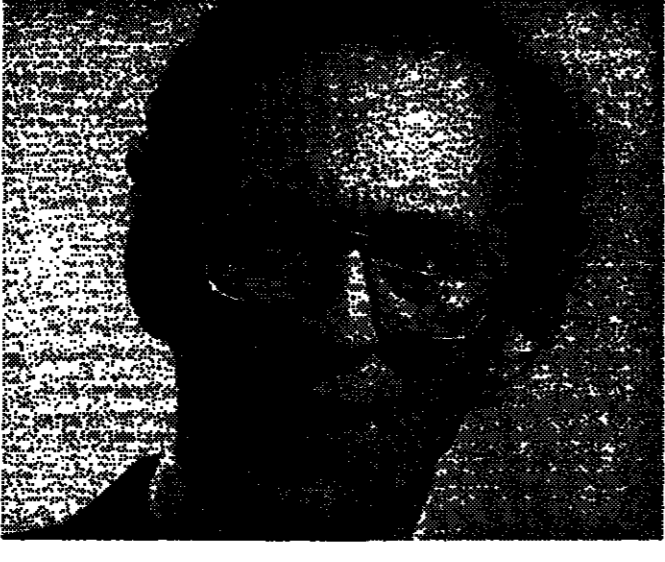
Minister's relocation argument may fall on deaf ears
South East companies aim to expand within the region

HIGH TECHNOLOGY companies of the South East operating in areas of growing importance to the national economy have no desire to move out of the region. Rather they are seeking extra space within it.

These conclusions, shortly to be published, have been reached after analysis of the findings in a survey of more than 100 companies, employing nationally 700,000 people, carried out by Jones Lang Wootton, chartered surveyors. They tend to counteract the notion, expressed as a hope in Government statements, that growing congestion in the South East will force companies to seek alternative locations and hence redress the regional economic imbalance.

This hope was expressed in January by Mr Malcolm Rifkind, the Scottish Secretary, when it was announced that the Department of Social Security intends to push jobs out from London to the regions. "At a time when costs in the south east of England are escalating, when congestion is increasing, it surely makes no sense to move to Scotland. Relocation does not only make sound economic sense but also helps to balance employment opportunities throughout the country and beyond that to demonstrate the political unity of the kingdom," he said.

But the conclusions from the J.L.W. survey in fact downgrade this argument. The northern parts of the country are not automatically a more attractive corporate location for companies already established in



Malcolm Rifkind, Scottish Secretary: "Relocation makes sense"

the South-East. Indeed, J.L.W. found that concern about the cost of accommodation was a factor of major importance for only 30 per cent of the companies it surveyed. However, the bleakness of the conclusions - for those seeking to draw high technology companies into the Midlands and northwards - can be qualified.

J.L.W. carried out its survey in the first half of 1988 among chemical, pharmaceutical, computer, electronic scientific, aerospace and defence companies. Then, arguably, economic confidence was at a higher level than it is now. At times of high economic confidence,

accommodation costs are treated as a lower priority than in periods of more uncertain outlook.

Again, the picture may be shaded when results of interviews with a further 130 companies are fed into the analysis.

Further, the intensity of debate about the deterioration of the environment in the South East, relative to that of other parts of the UK, has sharpened over the past year. This may have had some effect on corporate perceptions of the ideal location.

Such changes would tend not to be translated quickly into business plans and the existing demands of the surveyed companies for extra space are almost exclusively directed towards not just the South-East, but a relatively small part of it.

Over half of occupiers have specific space requirements totally 4.5m square feet of mainly office space. Approximately one third of demand is for headquarters space and 75 per cent of the 4.5m square feet is for units of 100,000 square feet or more," J.L.W. found.

But overwhelmingly these office requirements were for Greater London and the arc of counties to the West, or for districts which were close to existing operations. There was, in short, a clear preference for the status quo. There was little inclination to move even east of London and only one company was looking for space

outside the South-East.

These findings are a sobering reminder that much of the easy talk about relocation reflects an aspiration on the part of those who would like to generate movement rather than an analysis of what is actually taking place. Indeed, other research undertaken by J.L.W. has shown that when companies decentralise from central London, they tend not to move very far.

Growing internationalisation of business has meant that companies place great store on the nearby presence of an international airport. Hence, the importance of Heathrow in inducing companies to settle on the western side of London. They place great store on car-parking facilities, although, in fact, these can probably be better provided the further away from London they move.

What the survey showed concern that, outside the South-East, there would be problems about recruiting suitable personnel and problems about retaining staff. "Disturbing the workforce acts as a deterrent to relocation," J.L.W. quotes one essence of its survey.

What all of this appears to be saying is that the South-East's problems of economic growth in a confined geographical area are not yet so acute as to cause the companies in the survey radically to change their property needs. They may want more car parking, or better air conditioning or glazier premises, but they want them where they are now and not elsewhere.

If this is true, then it seems likely that the Government's desire to foster more even regional growth will not be spearheaded by the private sector, short of expansion beyond present dreams. Assembly and manufacturing plants may be scattered over the country but those in control will remain in the South-East.

Nor will it necessarily be spearheaded by the public sector. The Government itself may shift some of its administrative functions to the regions. Indeed the Property Services Agency is in the market looking for space. But the Government, in maintaining its departmental head offices in London, behaves just like the private sector companies canvassed in the J.L.W. survey.

Paul Cheswright

RELOCATION: WALES

Tasty deal for meat pies

FOR WA Turner the decision to open a further plant outside the South-East was a matter of necessity, it simply did not have the room to expand on its current site in Tunbridge Wells and, even if it could have found the land, it would have faced severe difficulties finding workers for any expansion.

"The number of jobs around Tunbridge Wells is about 2.3 per cent," says Mr Howard Blakebrough, Turner's managing director. "The reality is there is no unemployment. It is terribly difficult to find workers for any expansion scheme here."

Turner therefore looked north, out of the tight labour market in the South-East. Other requirements were to be near a motorway network for easy distribution of its products, and able to receive the maximum grants available. That meant not just an assisted area but also, if possible, to an enterprise zone within one.

The company dismissed the North East, Scotland and Northern Ireland because of the nature of its distribution needs. Turner makes pies, sausages and meat-based ready-made meals, most of which are own-label items sold by the big chains under their

own trade names. Half its output is chilled foodstuffs and the rest frozen. Distribution is therefore crucial and Mr Blakebrough said the company considered these three areas would take it too far from its main markets.

"North of the M62 motorway did not really make sense for us," he says. "Corby would actually have been ideal. It is,

geographically, near the centre of England. But Corby has been really successful and looking ahead five years we detected the makings of the same problems we face now in Tunbridge Wells."

Rotherham and parts of south Wales were among those considered and discarded early on and eventually the decision came down to a straight fight between Scunthorpe and Flint. "Both had good labour forces and good representatives. The local enterprise agencies in both were attuned to our needs and, most important, they did not leave us after the first con-

It was a straight fight between Scunthorpe and Flint... Flint had one other plus factor: the Welsh Development Agency

tract had been made. They returned to see if they could offer further assistance."

Flint had one other plus factor: the Welsh Development Agency. Mr Blakebrough says the agency "did a very good job." It was the initial contact point and subsequently opened doors "to people who mattered." The agency "rolled the wheels. It did not 'sell' an area."

As a result of opening a plant in Flint, Turner will transfer production of ready-made meals to north Wales. Growing demand for these products means it eventually expects to employ 400 in a 40,000 sq ft plant.

This will not mean labour cutbacks in Tunbridge Wells according to Mr Blakebrough because expanding production in the products left behind will absorb the workers previously employed on the ready-made meals line.

Flint has one extra attraction. Turner has bought a six-acre site, though it will need only half that in the immediate future. The other three acres are for future expansion.

Turner is that confident of the future. "Turner's move north is therefore not just a way of getting over physical constraints in the South-East. It is also about expansion - now and, it hopes, in the future."

Anthony Moreton

RELOCATION: SCOTLAND

Soft sell secures the tape

MOST OF the companies which set up their operations outside the south-east of England go little further than East Anglia, the south Midlands or the South-West. But that is not a criticism that can be raised against Zonal.

Zonal, a leasing maker of recording tape based at Redhill in Surrey, has shifted a large part of its manufacturing operation to Invergordon, north of Inverness in the Highlands of Scotland. After a little over a year it not only pronounces itself delighted with its decision but is also persuading one of its suppliers to move with it, and should shortly announce the arrival of a second.

Mr Alfred Heise, Zonal's managing director, found that Zonal's expansion at Redhill was blocked by the difficulty of obtaining and keeping reliable staff in an area heavily dominated by the pull of Gatwick airport. "People in this area were leaving skilled engineer-

ing jobs to be aircraft cleaners on £5 an hour," he complained. "We couldn't get people - and when we did get them they usually left, knowing they could get another job."

Mr Heise considered several possible regions for relocation, in Wales, the West Midlands, and the North-East and North-West of England. Then a neighbour near his holiday cottage near Inverness suggested that he talk to the Highlands and Islands Development Board about moving to the Highlands.

"What I liked about them was that they didn't do the hard sell," says Mr Heise. "They suggested I went to look for myself and made up my own mind. Without any of the flip charts the others used, they were actually more positive."

Zonal set up its plant in the Enterprise Zone at Invergordon created when an aluminium smelter there closed. It received £200,000 in financial

assistance for its £880,000 project. The plant opened in September 1987.

Now Zonal carries out the capital intensive chemical operation of coating the tape at its Redhill plant, then transports the tape to Invergordon. Here the more labour intensive task of splitting the tape into smaller lengths and packaging it for different markets is carried out. The finished tape is then transported to the customers (70 per cent of Zonal's production is exported) or returned to Redhill for warehousing.

"My big worry was the cost of transport," says Mr Heise, not surprisingly in view of the 600-mile distance between the plants. "But in fact our transport costs have gone up by only 2½ per cent. Against that, the efficiency of our operation has gone up by 15 per cent."

The smallness of the increase in transport costs is partly due to greater efficiency in transport planning. The company uses a single lorry which makes one round trip from Invergordon a week. That obliges Zonal to concentrate its shipments instead of despatching in smaller amounts, as in the past.

Efficiency has gone up because Zonal is getting greater productivity from its Scottish workforce, which now numbers 38 and is set to go to 50 within a year or so.

"I'm not saying there's anything wrong with the workers in the south, but the people at Invergordon are willing to put everything they've got into it. They're reliable people and job security means everything to them," says Mr Heise. There has been no staff turnover since the Invergordon plant opened.

Zonal sent only one man from Redhill to Invergordon, the general manager Mr Dave Quinton. All other staff were recruited locally. The company has now persuaded its packaging supplier, Cohen Boxes, to set up a plant at Invergordon to supply Zonal and win other local business. It should eventually yield 20 to 30 jobs. Negotiations are now going on for Magna, a West German company associated with Zonal, to establish an injection moulding plant at Invergordon to make cassette boxes and spools for Zonal. It could eventually create 40-50 jobs.

James Buxton
Scottish Correspondent

RELOCATION: MIDLANDS

In the middle of the action

COVENTRY, the West Midlands home of Lady Godiva and a famous cathedral, is more commonly associated with motor manufacturing and engineering than with sunrise industries and the service sector. Yet it was to this city that

Telemecanique Electrique (Great Britain), the UK offshoot of the French industrial automation group, came when it moved its headquarters from the South-East in July 1987.

Telemecanique is a world leader in the design and manufacture of hardware used in the automation of industrial processes. It does not make the equipment in the UK but it has 170 sales, administration and engineering staff in the country who until 1987 had been mainly based in Ashford, Kent.

As Mr Bob Hudson, managing director, recalls: "In those days we were primarily electro-mechanical people, and with electro-mechanical products the amount of training one has to give one's customers is relatively small.

"Then in 1985 we decided we wished to grow faster, and we set ourselves the target of doubling turnover in the next five years. We had also entered the electronics field with programmable controllers, variable speed drives and other electronic products.

"Increasingly with these products you are talking about total systems, which means that your customers want to visit you to discuss them with your engineers. You have to run training courses and you have to be available to your customers very readily.

"We found that operating from Ashford in Kent, this was not easy because of the communication barrier presented by London."

A careful study of the options led it to the conclusion that the company should relocate somewhere close to Birmingham airport, half-way between Birmingham and Coventry. Its architects came up with a greenfield site on the Warwick University Science Park near Coventry's south-west perimeter.

It was here that the company moved its headquarters staff in 1987. Some £2m was spent on 30,000 sq ft of premises including a 96-seat theatre and eight training rooms. Between 80 and 90 people now work there in applications and engineering, administration, training, sales, marketing and management.

Coventry's large labour pool and the (then) relative cheapness of land were among the

city's attractions, but Mr Hudson is clear about the main reason for the decision: the vast improvement in communications.

"From the point of view of talking to our customers, here in the Midlands we are eight miles south of Meriden, the geographical centre of the country; but more importantly, we are right in the middle of Britain's industrial rectangle. That means 80 per cent of our customers can get to us and return home by car the same day.

"We have the M1, the M6, the M5 - the roads are unbelievable compared with the South-East where motorways are almost unheard of. Birmingham airport is only 20 minutes away, and the train service to London is excellent. It really is a dream."

Paradoxically, however - perhaps even ominously from the Midlands point of view - the physical distribution of Telemecanique's products is still carried out from the company's old base in Ashford. The reason for this is that the materials that make up Telemecanique's systems are nearly all imported through Dover, and in the long-term

they are likely to come through the Channel Tunnel. Ashford is therefore ideally placed as a staging post for onward transmission into the UK.

Of the 90 or so employees at Coventry, 24 moved from Ashford. Another 20 came from the company's other UK locations and the rest were recruited locally.

According to Mr Hudson, those who moved from Ashford are extremely pleased with the result. They enjoy good housing, they are close to the countryside, and easier access to their customers means they spend less time away from their families on overnight stays.

If Mr Hudson has any regrets, it is that too many other people are cottoning on to Coventry. Land and property prices are catching up with those in the South-East East, he says.

"I don't want to make it sound too attractive. There are too many people coming up here already."

Richard Tomkins
Midlands Correspondent

Pressures of success

Continued from Page 5

South West is also attracting working age migrants. But the region has pockets of relatively high unemployment, particularly in those areas of the more peripheral sub-region of Cornwall which have suffered from contraction of the engineering industry and tin mining.

The South East, East Anglia and the South West, the regions of southern Britain, display many characteristics in common. The overall picture is one of growth, with consequent pressures on housing, transport, availability of labour, and costs. But there are still significant pockets of unemployment giving rise to big variations in jobless levels, between, for instance, west London and

inner east London; north east and south west Kent; the inner and outer suburbs of Bristol.

On the other hand, standard regions ignore the fact that common factors might straddle the regions. The M11 corridor, for instance, stretching from south Cambridgeshire, through Hertfordshire and into Essex, will be the focus of future economic growth, defined largely by the means of communication.

John Hunt and Hazel Duffy

*Regional Economic Prospects, Cambridge Econometrics, 21, St Andrew's St., Cambridge, CB2 2AX. Full report £1,500, short report £25.

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PROJECT	CRITERIA
Relocation of Insurance Services Group and Information Technology Centre.	Cost savings in office accommodation. Availability of 300 local personnel. Good communications with rest of UK. Local infrastructure. Quality of Life.

DECISION
Cardiff 1976

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AA INSURANCE

PROJECT	CRITERIA
Location of one of three main booking centres in UK.	Readily available inexpensive offices. Availability of workforce. Good communications links. Infrastructure. Quality of Life.

DECISION
Cardiff 1977

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CHEMICALBANK

PROJECT	CRITERIA
Relocation of capital markets back office processing, accounting and data processing functions.	Readily available workforce. High quality, inexpensive premises. Good telecommunications. Good road/rail links with London. University City.

DECISION
Cardiff 1983

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TSB TRUST COMPANY LIMITED

PROJECT	CRITERIA
Relocation and expansion of General Insurance Division.	Up to 300,000 sq. ft. purpose built offices. 2,000 people. Ease of communication. Scope for expansion.

DECISION
Newport 1987

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DC Gardner Group plc International Banking Consultants

PROJECT	CRITERIA
Establish new office to handle financial and human resource training.	Good infrastructure. Fast communications with the City. High quality, inexpensive offices. Enthusiastic and adaptable workforce. Expanding financial centre.

DECISION
Cardiff 1988

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N M Rothschild & Sons Limited

PROJECT	CRITERIA
New branch office offering a full range of merchant banking activities.	Fast growing local economy. Banking and corporate finance opportunities.

DECISION
Cardiff 1988

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NPI NATIONAL PROVIDENT INSTITUTION

PROJECT	CRITERIA
Staffing and accommodation needs of a leading life insurance business with substantial growth plans.	77,000 sq. ft. offices. City centre site. 500 people. Quality environment. Strong local support. Communications.

DECISION
Cardiff 1988

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BNP BNP Mortgages

PROJECT	CRITERIA
Expansion by the residential mortgages arm of BNP.	Dedicated local staff. Excellent professional infrastructure. High educational standards. Quality of Life.

DECISION
Cardiff 1988

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BRITAIN'S REGIONS 8

Transport: improved links are vital to regional growth but ...

South-East will grab the cash

MR PETER Bottomley, the Roads Minister, attracted a lot of unwelcome publicity a few months ago when he urged motorists to think of traffic congestion as a sign of prosperity. The remark was widely regarded as shocking evidence of ministerial complacency in the face of the daily frustrations facing millions of drivers on Britain's roads.

In terms of political sensitivity, Mr Bottomley's remark rated somewhere alongside former Prime Minister Jim Callaghan's famous question - "What crisis?" - at the height of the 1978/79 Winter of Discontent. In fact, however, Mr Bottomley was right, though he may also be complacent. One of the major difficulties of transport planning is that growth in demand is a lagging indicator - generally emerging some time after growth in the economy as a whole.

The transport infrastructure in use now was designed either when the overall level of economic activity was much lower, or, in the case of the 1970s and early 1980s, when growth appeared likely to stop altogether.

The result is crowded roads, overloaded trains, and a lot of lost time and money. The Freight Transport Association, for example, recently calculated that delays on the M25 London Orbital Motorway are costing the haulage industry around £13m a year.

Unfortunately for Britain's regions, with the exception of links such as the M62 and the M6 between Birmingham and Liverpool, most of this congestion is concentrated in the South-East.

From the point of view of the regions, there are great dangers in the political pressure which can be brought to bear by the South-East, especially on a Conservative government.

For example, a great deal of thought is currently being given to improving the links between central London and Heathrow airport, and money is already being spent on improving the rail link from London to Stansted airport.

Yet northern businessmen and politicians have been pressing unsuccessfully for years for Government action to divert some excess air traffic from the South to northern airports such as Manchester.

By the same token, Mr Paul Channon, the Transport Secretary, is currently considering a series of options for improved intra-London rail and Underground links presented in the Central London Rail Study, prepared by London Underground and British Rail's Network South-East sector.

Yet businessmen complain that plans to BR for electrification of important rail lines, such as those serving Bradford, Derby, Chesterfield, Sheffield, Nottingham and Hull, fall on deaf ears.

The political pressures created by congestion in the South-East are exacerbated by the economic pressures arising from the proposed completion of the European single market in 1992, and the construction of the Channel Tunnel, scheduled for completion in 1993.

The Government is committed to improving the access

at Willesden could add up to six hours to some journeys from the North.

Mr Brown is now drawing up plans for a series of regional freight depots at which trains will be forced to run direct to the tunnel, bypassing London on upgraded lines to the west.

The regional depots - at Stratford, Liverpool and/or Manchester, Leeds and/or Wiltun (near Redcar), Birmingham and one other Midlands location, and South Wales - will have Customs clearance facilities and could help BR achieve its target of 30 per cent of cross Channel freight traffic.

Mr Brown says he accepts that Willesden is not "a saleable alternative," and that BR's own profits will be maximised by decentralising the international freight operation.

Yet this is precisely what northern interests have been saying for months. The Leeds

England by creating a viable east-west axis to rival the historical pull of the south.

As a result, manufacturing companies such as Northern Foods and Coleroll have been encouraged by the motorway link to sites in areas they might otherwise not have considered.

Pilkington, the world's biggest glassmaker, recently decided to site a new plant in St Helens, Lancashire, and supply its southern markets via the motorway network, rather than pay a £25m premium to site the plant in Kent.

On the rail front, British Rail electrified the West coast main line to Liverpool and Glasgow years ago, and is currently completing the electrification of the East coast main line as far north as Edinburgh.

Yet there remains a widespread feeling that the North is a poor relation, with transport links which do not measure up to the requirements of the region.

There are literally dozens of suggested improvements - the Confederation of British Industry lists 25 road schemes it would like to see started in its northern, north-western and Yorkshire and Humberside regions alone.

Other lists have been produced by the Association of British Chambers of Commerce, the British Road Federation, the Road Haulage Association, local councils and academics.

There is general agreement on a number of priorities, however:
 • Upgrading of the A1 to motorway standard throughout its length. The A1 - the major North/South link east of the Pennines - still has nearly 2,000 junctions with minor roads, farm yards and private houses.
 • An all weather route from Sheffield to Manchester along an improved A69. This would be 30 miles shorter than the journey via the M62, and would reduce congestion on the motorway. It could also ease pressure on the M6 by providing an additional North/South link via the M1.

• Improving the northern-transPennine routes by dualing the A66 from Scotch Corner to Penrith and on to Workington, and dualing the A69 from Newcastle to Carlisle.

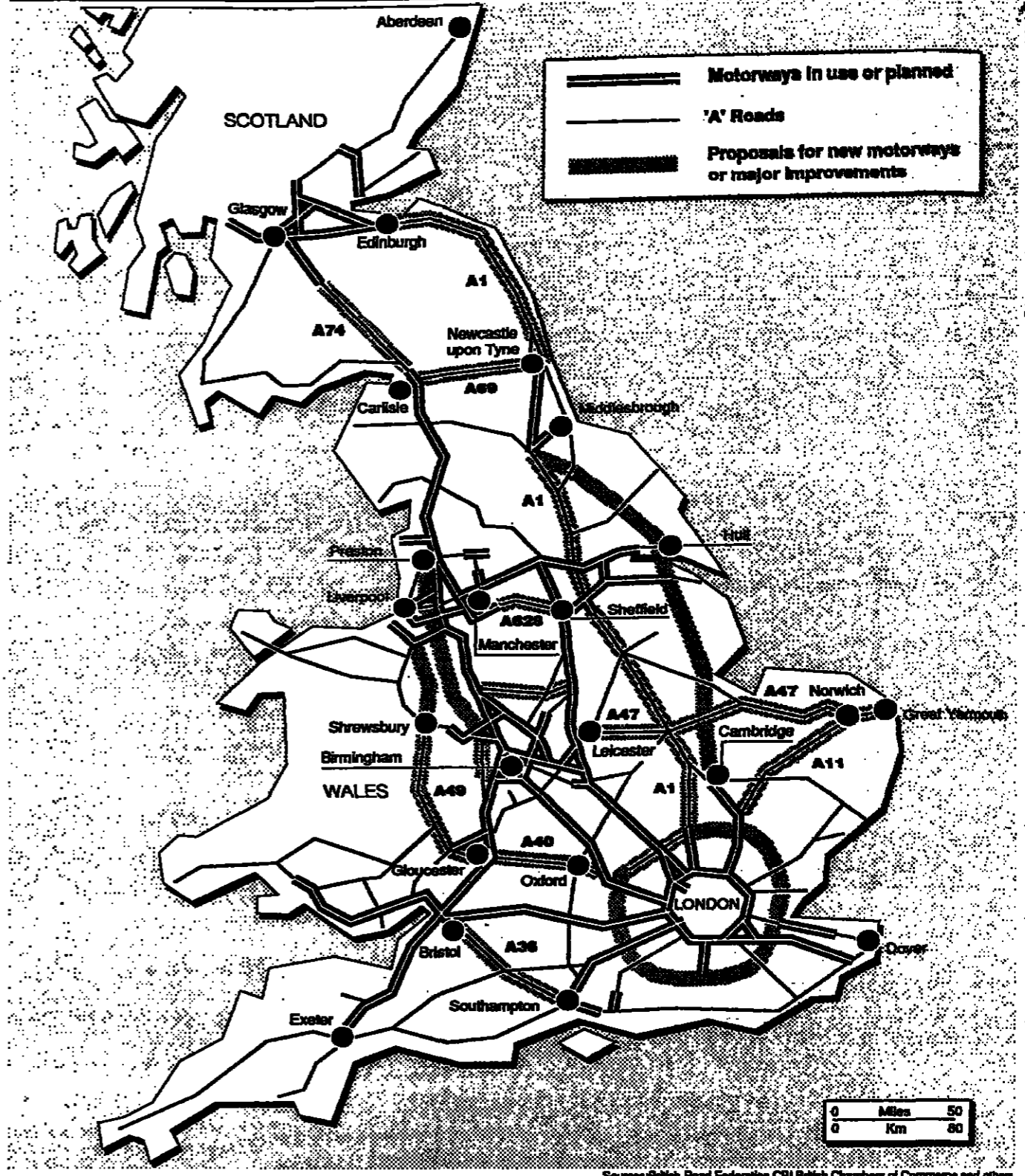
• An M6 relief road, built to motorway standard to the West of the existing motorway and linking with the M42 and M40 via the planned Birmingham western orbital route.

There are also proposals for an East Coast motorway, which would extend the M1 northwards to the Humber Bridge, passing close to the Wash before crossing the under-used Humber Bridge and on to Scotch Corner.

Mr John Gummel, chairman of the Yorkshire and Humberside Development Association and the North of England Regional Consortium, says the proper response to both southern congestion and the opportunities of Europe is to shift investment to the North.

"If we don't get reasonable

The way ahead? (Principal proposals)



To transform prospects in the North requires a conscious decision to invest in new transport

roads to the Channel ports, as part of the package of measures intended to alleviate the impact of the tunnel on the ferry industry.

Separately, British Rail is moving towards a deal on a high speed rail link from London to the tunnel portal which would match the 180mph running which is expected on French and Belgian tracks.

The high speed link will probably be at least partly financed privately, but the effect is likely to be concentrated attention still further on the problems and opportunities of the South East, and away from the North.

Ideally, the Channel Tunnel should present an opportunity for northern businessmen to penetrate the expanded European Community market of 500m people which will be brought within a few hours by rail.

But only hard bargaining, and the support of Eurotunnel, the Channel tunnel consortium, has helped persuade BR to move towards abandoning plans to channel all international freight services through a single depot at Willesden, in North London.

Mr Ian Brown, managing director of BR's Railfreight Distribution division, says a review carried out by his staff has concluded that bottlenecks

Chamber of Commerce, for example, asked in a report published last Autumn why BR appeared to be foregoing "a major business opportunity."

Railfreight provides a good illustration of the fears of many in the North that the regions will simply be forgotten as economic growth continues to concentrate attention on the South-East.

"There is a great danger that investment will be focused on the South-East, partly to combat congestion. But prosperity in Britain needs to be much wider spread," says Mr David Fletcher, executive director of TransPennine, a private-sector group recently launched to lobby for more investment in the North.

"A picture of Britain with an overhauled South-East trying to support the declining regions is not an attractive one," he adds. "What we have to do is to promote the investment in transport links as well as in other areas, which will ensure that economic growth is experienced in the North."

The Government is able to point to a great deal of investment in transport links to the regions over the years, some of it very successful.

The M62 motorway, for example, has changed the geography of the north of

infrastructure there will be an even greater disparity between our region and the South-East than there is at the moment, and that cannot be good for anyone," he says.

Yet Mr Gummel says there is little hope of positive Government action to promote investment in the North in a climate in which, for example, air traffic is being diverted from Manchester to Stansted.

"I think we need to look at strategic planning on a regional basis. That would be very beneficial in terms of sorting out the priorities which would get the North going again," he says.

"It is not that we are not seeing an increase in economic activity in the North now, but we have a long way to go before we catch up with the momentum of the South-East. There is powerful support for

the Government view that the prosperity of the South will gradually spread until it takes in the North. For example, Peter Hall, Professor of Geography at Reading University, concluded in a recent study "it was not too fanciful to think of transforming the North through the laissez-faire mechanism, rumoured to be in favour among some Government ministers: by letting the South ripple north until it reaches the North."

However, Mr Hall also concluded that the necessary conditions for a rapid change of economic conditions in the North do not yet exist.

"To transform development prospects in the North...will take a conscious decision to speed up the natural trends, by investing in new transport technology," he writes.

Kevin Brown

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North of England development agencies are breaking records

Greater sense of teamwork

THE THREE Government-backed inward investment agencies for the north of England have been doing record business, with new jobs being imported in batches of hundreds.

There are now 22 Japanese companies in the North-East and 24 West German ones. In the North-West the area around Humberside is beginning to look like a US colony. On Humberside, Mitsubishi is setting up a factory in Hull docks and Citizen Watch is making computer printers at Scunthorpe.

Nissan, the most high-profile foreign investment of recent years, is expanding car production quickly in Washington Tyne and Wear and has now created over 3,000 jobs. In nearby Birtley, Komatsu is branching out from excavators into earth movers.

Understandably, these successes are being "talked up" for promotional purposes, but an occasional note of caution can be heard among the fan-fares.

The Rev Bill Wright, a pioneer of enterprise training in the schools of Cleveland, put it this way to a Business in the

An occasional note of caution is to be heard among the fanfares

209,800, while the figure for what the Government calls the "North" — comprising the North-East and Cumbria — was nearly 154,000.

Most inward investments make only a tiny dent on such numbers, as evidenced by the

first big new investment announced this year. This was the conversion of a dockland warehouse in Hull by Mitsubishi to make service modules — such as toilets and plant rooms — which are slotted straight into new or refurbished buildings. The factory may eventually create 200 new jobs.

However, the value of such things cannot be looked at in isolation. Dr John Bridge, chief executive of the Northern Development Company, one of the agencies, points out that investments and expansions by foreign companies can only take place if there is a network of component suppliers in the area.

This is vital if the inward investors want to use the UK as a base for exports throughout the European Community. Local content is critical to goods being accepted as "European."

This content has to come from indigenous UK industry. This in turn means that local suppliers have got to meet high standards of design and quality at competitive prices.

The development of this infrastructure of supply has been a key factor in the increasing success of the inward investment agencies in recent years. For example, the Yorkshire and Humberside Development Association (YHDA) would not have persuaded Citizen to Scunthorpe if the necessary quality of injection moulded supplies had not been available in nearby West Yorkshire.

In the North-West, the Manchester offices of the Japanese banks Fuji and Sanwa make great play of this as their staff service existing Japanese-owned companies all over the north and scout the ground for new ones thinking of moving in. The Japanese bankers say that 10 years ago this infrastructure of competent suppliers did not exist.

The aptly named Inward, the north-west's agency to attract foreign investment, exploits the region's growing network of smaller, high technology, suppliers as hard as it can.

Inward, however, exemplifies something else of what is happening — the regions have been getting better at getting

their act together. When Nissan first went hunting for a British base in the early 1980s, one of the axes with which the North-East beat its rivals was the quality of its teamwork.

This was far superior to that of Yorkshire and Humberside which many admit privately to have been characterised more by disarray than togetherness. Lessons have been learned everywhere from this. Competition and rivalry for jobs continues, but not on a beggar-my-neighbour basis, even between the regions.

The North-West — where the rivalry of Liverpool and Manchester has been raging for the greater part of two centuries — was the last of the three regions to set itself out.

It took skilful diplomacy by Mr Ken Medlock, then a Merseyside business leader and now Inward's chairman, to pull people together. Mr Basil Judd, the chief executive, is a former leader of Cheshire County Council, while headquarters is in Chorley, deep in the heart of Lancashire.

Crucial to this greater sense of teamwork has not only been the willingness of local authorities to sink differences but also of the private sector to support the agencies.

The Northern Development Company struggled to ensure that Durham, then Cumbria, came into its fold, but it had less difficulty in getting more than 200 private sector companies in the North-East to subscribe.

Meanwhile, the YHDA — chaired by Mr John Gunnell, a prominent Yorkshire Labour

politician — successfully recruited leading large companies as sizeable sponsors, not least on the grounds that inter-trading between them and inward investors would be good for business in general.

As the regional agencies have developed, so have individual local ones in a stratum below them, pushed by local authorities. For example, Durham and Leeds have set up development companies, Merseyside has set up Boom — Business Opportunities on Merseyside — with Liverpool University and the financial sector in the lead — Sheffield City Council has reached a now-vaunted rapprochement with private industry, and in Halifax and Blackburn, Business in the Community has set up partnership experiments to pull together public and private sectors in common cause on industrial development.

This is not just about inward investment from abroad but from the over-crowded South-East too. Mr Charles Monchi, chief executive of the YHDA, says that inquiries from this direction are "ever increasing."

But he still warns: "Fear and ignorance of the north seem to be the main factors in the reluctance of southern firms to look farther afield to expand. It is up to the region as whole to get the message across."

What the north offers is effective infrastructure, an adaptable workforce, a lower cost base and a high quality of life, particularly for those moving out of the crowded South-East.

Most of the 2,090 new jobs reported by the YHDA in the last two months of 1988 were expansions of UK companies, some already in the north but headquartered elsewhere, and many of them newcomers. The message seems to be getting through.

Local content is critical to goods being accepted as European

They contain a cadre of highly able, dynamic... people

Almost half of the spending has been redistributive

Both agencies were directed to take a more catalytic than directly interventionist role, attempting to involve the private sector as much as possible, trying to spot opportunities that businessmen might have missed, and trying to become involved — especially financially — in what were considered to be cases of "market weakness", where market forces were insufficient to stimulate the private sector to act on its own.

Both the SDA and the WDA tried hard to undertake projects that would enrich the economies of Scotland and Wales as a whole, rather than automatically moving in to resuscitate economic black spots with schemes that very often only meant redistributing existing resources — for example directing investors, with the help of financial aid from the taxpayer, to enterprise zones when they might anyway have set up elsewhere in Scotland without assistance. But almost inevitably about half of the SDA's and the WDA's spending has been essentially redistributive.

The policies of the agencies in the 1980s are widely regarded as having been more effective than those of the 1970s, and in 1988 the SDA and the WDA received broad, if often qualified, approval from reviews carried out by the Treasury and the Scottish and Welsh Offices. Often the agen-

cies' greatest strength appears to be the fact that they contain a cadre of highly able, dynamic and skilled people, bringing more imagination to bear to the problems of their countries than civil servants.

Yet relationships between the SDA and the Scottish Office continued to have their tensions. Ministers were irritated that the SDA always seemed to gain credit which they felt ought to have gone to the Government — especially in the field of inward investment, which is the responsibility of Locate in Scotland, technically a joint operation between the Scottish Office and the SDA. Civil servants, for their part, did not like the agency taking initiatives they had not been informed about.

In Wales tensions of this kind appear to have been less, though they still arise from time to time.

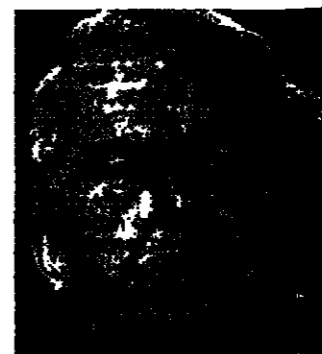
Since the 1987 general elec-

tion the paths of the two agencies appear to have diverged more. Mr Peter Walker, the Welsh Secretary, is of a more interventionist bent than Mr Malcolm Rifkind, the Scottish Secretary, and procured a 37 per cent increase in the WDA's annual grant for the current financial year. The SDA's grant, by contrast, rose only five per cent.

In mid-1988 the SDA, just emerging from the disruption of regionalisation (which had been implemented earlier in Wales) suddenly faced the

Scottish and Welsh Development Agencies

Political paths diverge



Peter Walker: of more interventionist bent

prospect of drastic new changes. Mr Bill Hughes, chairman of the Confederation of British Industry in Scotland, proposed an initiative to clear up Scotland's unemployment blackspots through the creation of a new body that would merge the employment creation role of the Training Agency (once the Manpower Services Commission) with the SDA. The new body, to be called Scottish Enterprise, would operate through a number of local agencies under the direction of businessmen.

Mr Rifkind and Mrs Margaret Thatcher, the Prime Minister, seized on Mr Hughes' proposals with alacrity. They were, as Mrs Thatcher said, "a Scottish solution for a Scottish problem," which had its political attractions for the beleaguered Conservative Party. They coincided with ideas for employment training being developed by Mr Norman Fowler, the Employment Secretary. They also offered the chance of firmly putting a Conservative stamp on an institution which is still remembered as a Labour Party creation.

They contain a cadre of highly able, dynamic... people

The new scheme was formalised in a White Paper in December and is now the subject of consultation. Despite deep fears in the run-up to the publication of the White Paper, that the SDA would in effect be broken up, the document indicates that the agency will retain its core functions, and will only delegate powers to local agencies (it is proposed that there should be 22 of them) as and when the local bodies show themselves capable of taking them on.

Doubts have been voiced as to whether businessmen will have the time and commitment to dedicate to the local agencies, and the White Paper itself criticises them for having shown little interest in training in the past.

Another criticism is that, as each local agency fights for its own patch, the use of resources could become even more redistributive than it is at present. In general, however, the Scottish Enterprise idea has broad political backing.

The idea of establishing business-led Training and Enterprise Councils in the rest of Britain (but not Northern Ireland) was put forward by Mr Fowler in a White Paper in December. They will therefore be established in Wales in some form. Mr Walker has made clear that he wants the WDA to remain as it is, though he added that training would be coordinated with the agency's enterprise promotion role. The Employment Department's White Paper said that the two functions would be integrated. Now the Welsh Office is said to be "considering" how this will be done.

James Suxton

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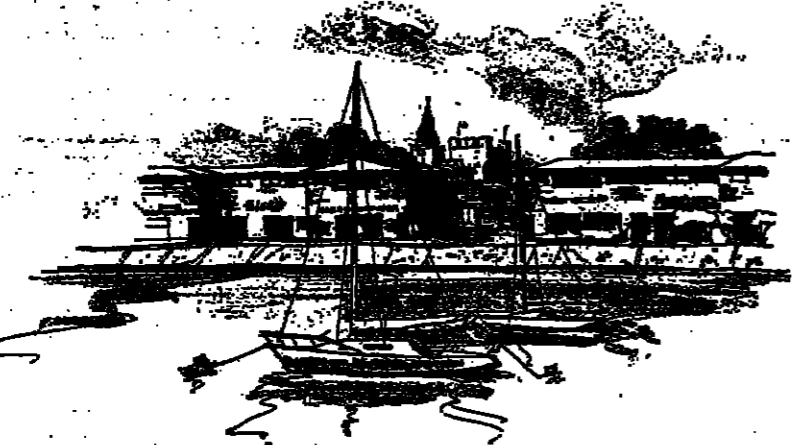
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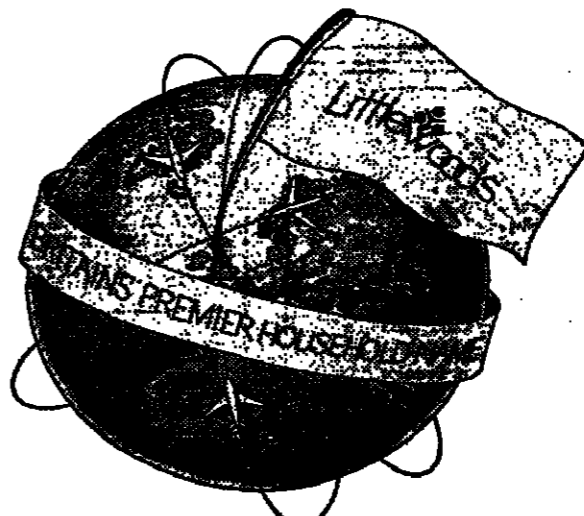
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BRITAIN'S REGIONS 10

Hazel Duffy on the Government's inner city initiatives
Search for urban uplift

"We've got a big job to do in some of those inner cities, a really big job. Our policies were geared - education and housing - to help the people in the inner cities to get more choice and, politically, we must get right back in there because we want them too, next time."

In his new book on Whitehall, Mr Peter Hennessey quotes in full what Mrs Margaret Thatcher, UK Prime Minister, said in June 1987. The Conservatives had won the election comfortably. But every big northern city had stayed in Labour hands, fuelling Opposition taunts that Thatcherism had divided the country.

Inner cities first formally gained the status of a policy 20 years ago. It was largely aimed at ameliorating social problems. In 1977, the White Paper on inner cities steered the emphasis to include regeneration in partnership with local authorities.

Two years later, Mr Michael Heseltine, then Environment Secretary, set his priorities on capital investment, in partnership with the private sector. The first urban development corporations were set up in

London Docklands and Merseyside.

The inner city riots in 1981 prompted Mr Heseltine to cajole the leaders of the financial institutions into accompanying him on a tour of Merseyside, in a bid to get them to commit resources to the problem of deprivation. At the same time, he attempted, unsuccessfully, to win a big increase in public resources for the inner cities.

Meanwhile, in Glasgow, the programme to renew the east end of the city (GEAR - Glasgow Eastern Area Renewal) was well under way. Public finance, channelled through the Scottish Development Agency, and boosted by European Commission funds, launched the revival which spread to the city centre. Slowly, the city started to attract private sector investment. The changing of Glasgow has stimulated more interest than any other British city.

A similar revival is taking place in the former industrial cities around Britain. Restored Victorian grandeur, whether the GMX centre in Manchester, the theatre in Newcastle or

the opera house in Hull, is frequently the focal point for renewed interest in the city, followed by private sector investment in the surrounding area. Waterfront sites are playing a key role in attracting leisure, residential and retail developments.

Government policy, through the urban development corporations and the grant mechanism, is succeeding in attracting private sector investment in such projects. But the spread of economic growth to the regions in the past year is the most important factor spurring development. Demand for commercial and industrial space is increasing. Rents and capital values in and around city centres are going up.

The demand is mostly local, related to the expansion of smaller businesses and the growing financial services sector in cities like Manchester and Leeds. Meanwhile, city councils are bidding vigorously to attract the attention of government departments and companies which are contemplating moves out of London and the South-East.

A study into the competitiveness of different parts of the country demonstrated that the cost structure of combinations tends to be considerably higher than semi-rural areas, and that East Anglia and other parts of southern Britain have many locations which are more competitive than cities in the North.

The results highlight the huge task that lies ahead in built-up areas like the Black Country, and Tyneside, which have been afflicted by industrial closures, and where land is frequently contaminated by industrial waste.

Critics of the Government's

policy on the inner cities say that it is inadequate for the scale of the problems, and that it is over concerned with property. They say that the biggest problem is social.

Inner cities have a much higher than average population which is dependent on the State, and a concentration of ethnic minorities. The problem is not confined to the industrial cities. Deprivation in inner London boroughs is particularly acute.

The problems of the inner cities, which include high rates of crime, poor housing and high unemployment, are being addressed by a number of Government measures. Ministers are also pushing the private sector into re-assuming responsibilities towards the community, in the hope that they will find a new breed of city fathers.

It is too early to say how successful they will be. Stirrings of interest are evident. Many companies have responded enthusiastically to the Compact idea, which links inner city schools with local companies.

But the fear in many deprived areas is that Government and private sector initiatives are not sufficiently effective to prevent a repeat of riots. It is against this background of conflicting symbols - city centre revival and the threat of social unrest - that the Conservative Party has pitched its campaign to win votes.

Manchester was singled out by party headquarters after the 1987 election as a political target. What happened in Bradford, where the Conservatives gained control of the local council last summer and have set out to change radically the direction of city-funded programmes, might be more significant.

"Geographical Variations in costs and productivity", Tyler, Moore and Rhodes, HMSO 29.95.

Critics say the Government's policy is inadequate

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Retail attracts the investors

THE CRANES are visible for all to see. Parts of the country resemble a gigantic construction site. All the appearances suggest that the property industry throughout the country is enjoying its best years of the decade.

But the reality is more complex. A healthy property industry is an indication of the growing economy and a contributor to that economy. Yet only in specific instances can it be argued that the industry is a motor of revival in the regions.

Certainly in the office and industrial sectors, property development and investment have tended to follow and exploit the economic growth which is already taking place. Developers need evidence of demand before they are prepared to take the financial commitment to new buildings. Investors want evidence if not of actual rental growth then at least of potential rental growth and the probability of higher capital values before they commit themselves to the market.

Such evidence became readily available after 1986, as the charts demonstrate, and has led to the recent surge of interest in the sector. What is less readily discernible now is the effect of higher interest rates on the relatively recent revival of the sector, both in terms of its own financing and in terms of the accommodation demands of its potential customers.

Different factors, however, have been at work in the retail property sector. Its sustained growth has taken place on the back of the steady rise in consumer spending and of the ready availability of credit. What has been surprising has been the duration of the growth. Partly, of course, this has followed the more stringent demands of consumers and has led not only to the provision of new shopping facilities but also to the refurbishment of existing ones.

But the growth in the retail property sector has fed on itself. The more that develop-

ers and investors put into the sector the more they encouraged further development and investment. The result has been that, while in the office and industrial sectors growth has been scattered and uneven, in the retail sector growth has been all over the country. Regional economic disparities have been ignored.

the other, the office and industrial sectors extend to finance. While there has never been any great difficulty in finding finance for retail developments UK-wide and no difficulty in finding institutional buyers for them when they have been completed, this has not been the case with the other sectors. London-based banks have

fully documented. Anecdotal evidence suggests that their interest in cities like Edinburgh, Glasgow, Manchester, Birmingham, Leeds and Bristol has helped to push up capital values.

While this may be good for property investors already committed, it does not necessarily help companies in the regions trying to hold down costs. How far this process will continue is difficult to establish. But it has become clear that some confidence has dripped away from the property sector.

The difficulties of the retail sector, added to uncertainty about the medium-term prospects for the City of London property market, have led many property analysts to sound a note of caution about the immediate growth prospects.

It is generally accepted that total returns of 30 per cent or more during 1988 are likely to decline in 1989, although returns are nonetheless expected to remain at a high level.

Paul Cheswright

The growth in the retail property sector has fed on itself. Thus, while in the office and industrial sectors expansion has been scattered, in the retail sector it has been nationwide. Regional economic disparities have been ignored

There is a further point. The feeling that retail investments are secure and that, whatever blips there might be in the economy, consumer spending is solidly underpinned has led to a pressure for retail development in both derelict urban areas and on sites outside the main cities.

Retail development has come to be seen as a factor both in the revival of drab inner cities and in rundown industrial areas outside.

The MetroCentre at Gateshead, Merry Hill at Dudley, The Forge at Parkhead, Glasgow and Albert Dock in Liverpool are examples of retail in this revival role. If the property industry is seen as a promoter of greater regional economic growth, it is in the retail sector.

To what extent this will continue is open to debate. Proposals for grandiose new shopping centres have been on the wane. The measures taken by Mr Nigel Lawson, the Chancellor of the Exchequer, to dampen consumer spending have put retailers under strain at a time when the cost of their earlier cheap space has started to put pressure on their margins. Their appetite for expansion may have been blunted.

But the different factors behind, on the one hand, the retail property sector, and on

consistently felt more comfortable financing developments in the South-East, although this started to change a year ago. Only in recent months have the institutions been ready to invest in office and industrial property outside the London area, and hence to encourage developers in speculative ventures. But the scale of this greater diversity has yet to be

The difficulties of the retail sector, added to uncertainty about the medium-term prospects for the City of London property market, have led many property analysts to sound a note of caution about the immediate growth prospects.

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THE LIGHT AT THE END OF THE TUNNEL

FINANCIAL SERVICES
Putting down provincial roots

FINANCIAL services industries, once the more or less exclusive preserve of London and the south-east, have begun to strike root in the newly prosperous provincial centres of the rest of the country.

There are four ways in which this is happening. Firstly, increasing prosperity is transforming the traditional professional groups, particularly accountants and solicitors. Secondly, the rise of new entrepreneurial groups and new firms is creating a demand for wider corporate banking services and international banking, such as documentary credit.

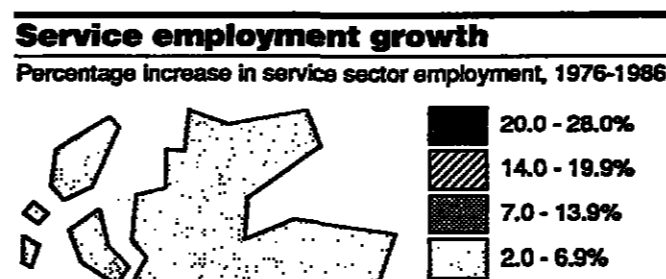
Thirdly, banks and insurance companies are moving their back office facilities to the provinces, thereby becoming important sources of employment locally. Finally Big Bang has given a fillip to regional stockbroking operations by creating a single electronic market which can be accessed from anywhere in the country.

Consider for instance, Manchester's Square Half Mile, the local name for its financial services community. It is home to ABN, a Dutch bank which routes much of its business through Manchester rather than London to cut costs, as well as to the first branch of N M Rothschild outside the capital - a branch now more than a quarter of a century old.

No fewer than 215 quoted companies have their headquarters in Manchester, and there are 53 international, merchant or foreign banks in the City.

Manchester however is not having things all its own way even in the North of England. Across the Pennines in Yorkshire a lively corporate and merchant banking market is developing in Leeds.

There are 150 quoted companies in Yorkshire with capital of £16m, says Mr Christopher Broadbent, managing director of BWD, a Hudders-



field based stockbroking and investment group. "We can expect to see a good flow of new young companies in the next few years."

BWD, with a private client base of 35,000, is a good example of the new style of regional financial services. A tie-up with the Bradford-based Yorkshire Building Society announced in November last year, is the first step to opening financial advice services throughout the UK giving it access to around three quarters of a million people.

Similar changes are taking place in other regions. In East Anglia, the local Norwich &

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Similar changes are taking place in other regions. In East Anglia, the local Norwich &

Boom move northwards

Continued from page one

The Government, Mr Nicholas Ridley, Environment Secretary, says that it is not the Government's policy to discourage development and economic growth in the South-East. Lord Young has put it more forcibly in the intervention by his department supporting proposals for a new "village". There is the problem.

Other pressures are building up. If the Government succumbs to demands to ease traffic congestion in and around London, by sanctioning spending on roads which is additional to planned improvements, this is likely to be at the expense of communications elsewhere. The decision to

develop Stansted in preference to London's Third Airport still ranks. Now the regions are worried that they will again lose out amid the growing clamour for investment in improved road and rail transport links in London and the South-East.

This question of a fair division of spending between regions is being posed to a government which has increasingly centralised decision-making. The Thatcher Government has been determined to reduce the influence of local government. Plans are being drawn up in Whitehall which are expected to reduce their role in economic development still further.

The Labour Party has begun discussing the introduction of regional assemblies to strengthen the economic and political clout of the English regions to tackle their problems, although vital questions, such as their legislative and taxation powers, have still to be clarified. Labour is beginning to see internally-generated growth as the key to promoting greater economic equality between Britain's regions.

Between now and the next general election, however, Mrs Thatcher will hope that her market-oriented policies will demonstrate such ideas to be unnecessary.

David Berchard

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